

shipping MANAGEMENT

DECEMBER 1956

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THE "HOW-TO" PUBLICATION OF PACKAGING, TRAFFIC AND SHIPPING



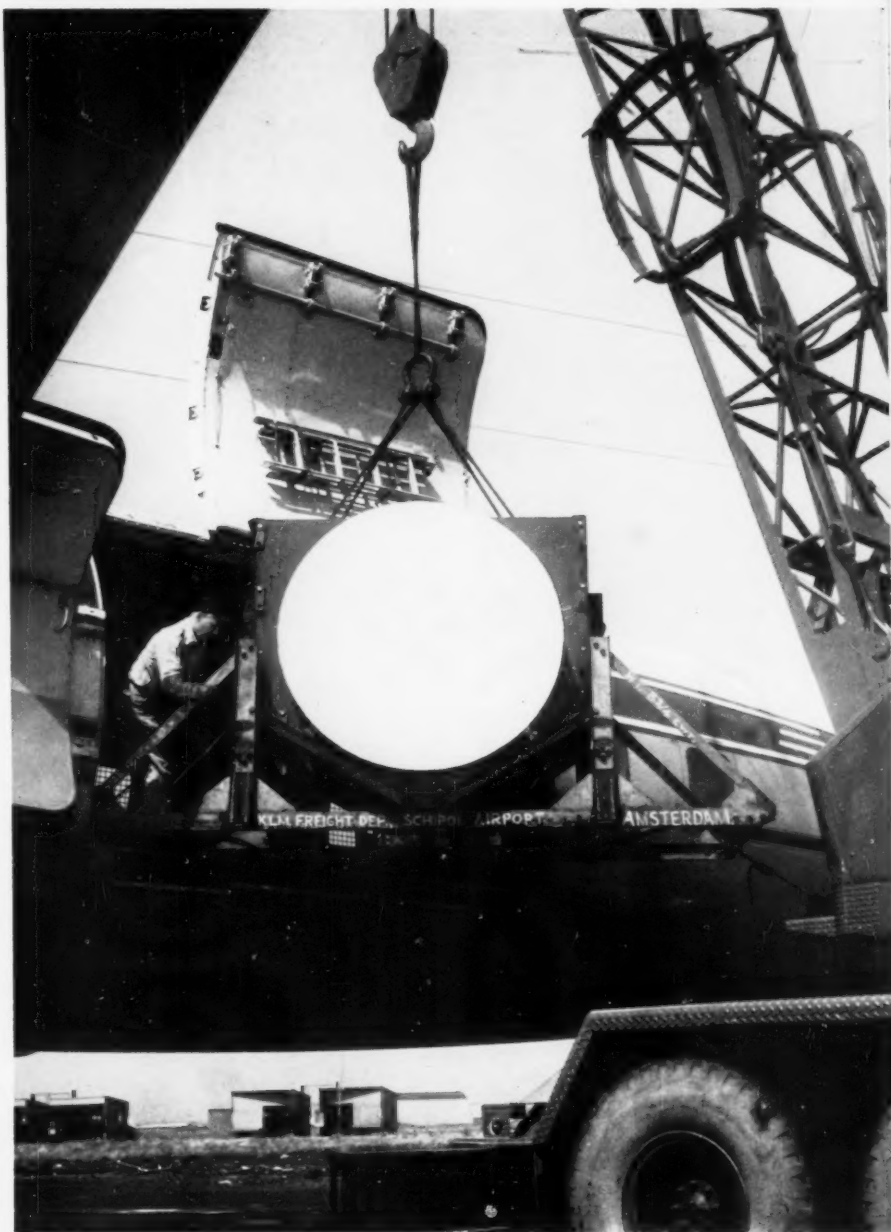
READERS' ROUTER

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A giant generator stator, intended for a stricken freighter in Borneo, is loaded aboard a DC-6A Airfreighter at New York International Airport. Heavy crane-type truck at right is shown hoisting stator aboard plane. For complete story, see Page 18.



In their new horizontal Store-More cartons, Comet Tapes stand up even under the crushing weight of a one and one half ton steamroller! After the test — each roll is still in perfect shape!

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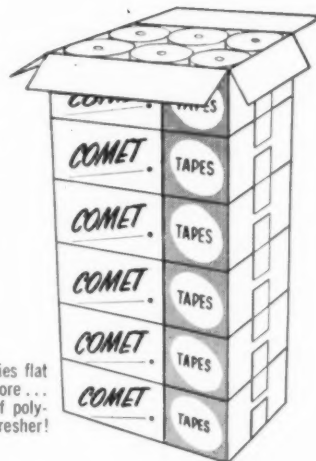
Now—perfect rolls of tape for your dispenser every time—no more “egg-shapes” to hamper production line operations! In their new, horizontal Store-More cartons (hold more—stack taller) Comet gummed tapes lie flat, not on end. They just can’t be crushed out of shape, no matter how much weight is stacked on top. Only Comet gives you this extra protection. And only Comet tapes are dated for freshness . . . have their own wetting agent built right in. More reasons why Comet tapes are your wisest buy! **FREE SAMPLE** and facts — Write McLaurin-Angier Co., Needham Heights 94, Massachusetts.

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doesn't need cancelling in the postoffice. Meter-stamped parcels can often catch earlier trains or planes.

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STITCHING WIRE, stitching machines and wire tying machines are tops when they carry the name of this company, which is known for high product quality and cost-cutting know-how. Wire comes on fibre throw-away spools. Just the pressure of one foot is necessary to get the stitching machine into action in stapling carton bottoms. For **FREE** catalog on all products, check 1.



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DOUBLE PACKAGING protects your tape. More than a convenience in storing, it means that your tape will be "mill fresh" when you are ready to use it. Packed in moisture proof bag and then in corrugated carton. Protected from damage. **FREE** INFORMATION just check 3.

"STOP LABELING WITH DOLLAR BILLS." This is the intriguing title of a **FREE** 4-page folder that tells you exactly how to do it . . . how to speed up attaching labels to packages, glass, metal, wood, steel, etc., and how to save by using ungummed labels. This folder can save you thousands of dollars, so be sure to check No. 4.

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DUST-TIGHT and moisture-resistant best describe the condition of packages sealed with these tough, long-fibered gummed tapes. They are economical to use and assure added savings by protecting against damage in handling and transit and against pilferage. Advertising messages can be printed on the tape. Check 8 for **FREE** brochure.

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EXPENDABLE PALLETS. Eliminate return shipping costs, expensive inventory control and bookkeeping systems, and save up to \$1 and more per pallet load shipped. Save 75 per cent of storage space. No repair or maintenance. For complete information **FREE**, check 14.

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MAILING & STORAGE BAGS are produced by this well-known textile bag manufacturer. Offers complete line of cotton bags designed for shipping, warehousing and parts purposes at truly competitive prices. Design and printing services also available. Send for **FREE** SAMPLES, literature and price list by checking No. 18.

LOW COST method of addressing multiple shipments, no labels to type or fasten to the carton. For **FREE** brochure, check 19.

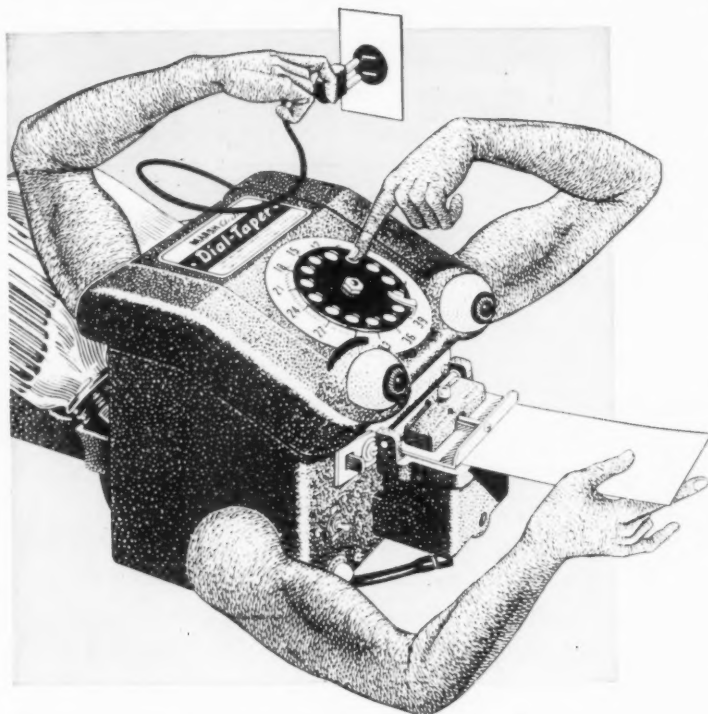


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Your finger tip "Dials" the length of tape... automatically and electrically the DIAL-TAPER does all other operations... measures tape accurately, moistens tape with warm water, cuts off clean.

SAVES TAPE \$ - Accurate tape lengths prevent waste.

SAVES TIME \$ - One pass of the hands makes a neat, tight seal.

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THE REAL TEST: HERE'S WHAT TYPICAL USERS SAY ABOUT MARSH DIAL-TAPER

"Our six DIAL-TAPERS give us a 25% saving in tape; 50% saving in operators' time."

"With the Dial-Taper we get neater, stronger-sealed packages. Tape sticks tight immediately. Won't slide. Sloppy packages eliminated."

"We get a better bond of tape, plus a uniform looking package, as all strips are the same length."

"The tape, being moistened with warm water, gives a quick strong seal, important during the cold weather season."

"The Dial-Taper has speeded up our taping operation 50%, with a saving of tape which will pay for the machine in six months."



The DIAL-TAPER is used for cartons of mixed sizes. Another model, the TWIN-TAPER, has both button and foot control for taping cartons of uniform sizes.

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PACKING A PUNCH

REPEAL OF THE THREE percent Federal Transportation Tax on the movement of freight was called for last month by the Transportation Division, Los Angeles Chamber of Commerce. Appearing at hearings of the House Sub-committee on Excise Taxes in Washington, representatives of the chamber and other West Coast organizations charged that the tax "discriminates" against the long-haul shipper, especially in the 11 western states.

As an example of such discrimination, the Chamber pointed out that on a 20,000 pound carload of celery to New York, the Western producer pays a tax of \$14.28 while a local New York producer pays a tax of \$3.60 on the same quantity. "This wide tax differential aggravates the already disadvantageous long-haul freight cost, tending to diminish long-haul Western States shipments in favor of closer sources of supply," stated Chamber President A. O. Beckman. He also complained that with the 12 freight rate increases since 1946, there has been a similar number of tax hikes. Thus, the tax per California carload has gone up from \$16.20 to \$22.92 in the last decade.

"The Federal Transportation Tax on the movement of goods is the only excise tax which is a recurring tax on a commodity," Beckman added. "For example, tax is paid for the transportation of the raw product to the mills, from the mills to the jobber, from the jobber to the distributor, from the distributor to the retailer and from the retailer to the consumer."

An interesting speech on the responsibilities of traffic managers was made recently by Arthur F. Lane, traffic director of Charles Pfizer & Co., Inc., at the graduation exercises of the Traffic Managers Institute in New York. Mr. Lane observed that the wholly competent industrial traffic manager of today must be qualified, dedicated and visionary. (Incidentally, SHIPPING MANAGEMENT covered the traffic and shipping operations of the Pfizer Co. in the "Shipping Department Efficiency story of the October, 1956 issue.)

Being qualified, Mr. Lane continued, means that the traffic manager must know his job and have a working knowledge of other departments since

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DECEMBER, 1956

Vol. 21—No. 12

shipping MANAGEMENT

COMBINED WITH

PAYLOAD & The Air Shipper

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SHIPPING MANAGEMENT, DECEMBER, 1956

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- 6 No repair or maintenance.
- 7 End necessity for tying up capital in permanent pallet investment.
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SHIPPING MANAGEMENT, DECEMBER, 1956

Shippers Can Help Lick RR Car Shortage Thru Prompt Loading And Unloading

By OWEN CLARKE

Member, Interstate Commerce Commission

THE REGIONAL SHIPPERS' ADVISORY BOARDS have done a splendid job in securing a better understanding by shippers and receivers of their responsibilities and the need for their cooperation in carrying out necessary rules governing car handling and car distribution. These efforts have helped in a substantial way to improve car utilization.

Nevertheless, all too many shippers still indulge in a variety of practices which are wasteful of car days and contribute materially to car shortages. Some refuse to accept the obvious fact that the only proper use of a freight car is for movement, and not for storage. Others seem unable to understand that a railroad can haul no more freight than it can load into cars, and that its capacity is seriously impaired unless cars are properly used, with prompt loading and unloading.

Prompt Loading Vital

For example, in one case that recently came to our attention a can company held 47 cars 165 days for billing and 54 cars of inbound tinplate 107 days for unloading. Here was one industry that had 101 cars for a total of 372 days.

Another discouraging practice is the holding of no-bill coal at the mines. It is perfectly true that in the mining of coal many sizes are produced for various commercial usages. If there is a heavy run of steam coal other sizes must be produced. Because industry itself has not provided storage space for these surplus sizes they are put into cars and held as no-bills for unconscionable periods of time.

Several grains, such as rice, are frequently placed in cars and then fumigated to kill insect infestation which has occurred in the storehouse. This often involves the boring of holes in the car floors to insert the pipes carrying the fumigant. The net result is that valuable car days are lost while the car is being repaired after the load has been discharged.

Causes of Car Shortages

Holding cars for prospective loading, demanding slow schedules and circuitous routes, delaying in transit for sale or reconsignment, failing to unload dunnage and debris, and a multitude of other abuses, all tend to accentuate car shortages. By the same token, every non-transportation service increases the railroad's cost of doing business. These increased costs, of course, cannot help but be reflected in higher freight rates all must pay.

The Interstate Commerce Commission has been deeply concerned lately over the sharp increase in the percentage of cars being held beyond the free time. Whereas four years ago less than 15% were being detained, today almost one out of every four cars falls in this category. The serious implications of such a condition become apparent when it is realized that enough equipment would have been made available to wipe out the entire shortages, last year and this, if all cars had been released within the free time.

As we review our own responsibility in this matter the Commission cannot help but wonder whether we have made a mistake in not invoking penalty demurrage charges. We have continued

(Continued on Page 37)

Edited portion of a speech given before the national meeting of Shippers' Advisory Boards.



GROUP I — CORRUGATED OR SOLID FIBRE BOXES

FIRST PRIZE: John S. Renner, Admiral Corp., Chicago. Package for 14" portable television set weighing 31½ lbs. Size of package: 19½ x 16" x 4½". Shipping weight, 35½ lbs. Advantages package: Dealers permitted to insert antenna without opening container; two hand-holes make package easy to carry; high humidity board gives for warehouse stacking at nominal cost. Resulted in savings of 28 percent in material cost and 33 percent in labor.

SECOND PRIZE: James W. Sadlier, RCA Radio "Victrola" Division, Camden, N. J. Package for portable radio. Size of package: 13" x 4½" x 8". Weight of contents, 5½ lbs.; shipping weight, 6¼ lbs. Advantages of package: Simplicity of application, compactness, reduced cost; damage claims and storage space reduced 20%; package consists of flexible ply-pak with cellulose wadding and corrugated fibreboard; eliminated surface scratches and reduced package costs about 20%.

THIRD PRIZE: James R. Hollis, Wagner Electric Corp., St. Louis. Package for air brake trailer installation kit. Size of package: 30" x 13½" x 11½". Weight of contents, 84 lbs.; shipping weight, 100 lbs. Advantages: Installation Kit combined in one box and sold by one product number, eliminated losses and damage claims that occurred when sold in seven different packages with individual product numbers; package resulted in 20% savings in labor and material.

Seven Groups Of SIPMH Presented In Four Pages

Statistics - - Names Of Winners

GROUP III — WIREBOUND BOXES OR CRATES

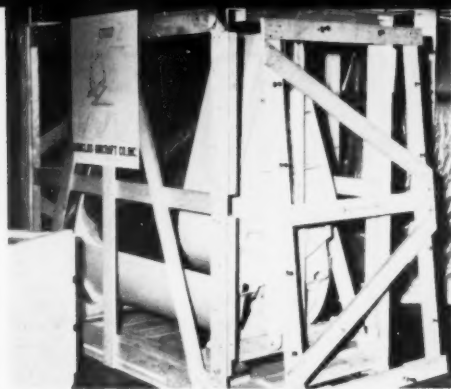
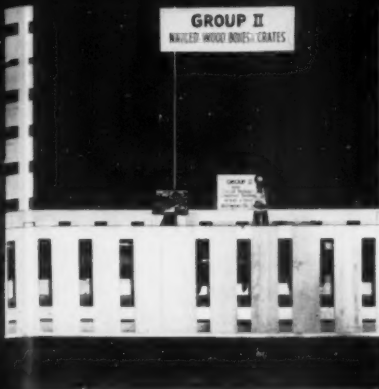
FIRST PRIZE and Winner of Harold Jackson Award is "Best in the Show": Donard W. Everett, Cochran Oil Co., Louisville, Ky. Package for aluminum foil rolls. Size of package: 33¼" x 46½" x 31¼". Weight of contents, 1800 lbs.; shipping weight, 900 lbs. Advantages: package consists of wood sectional ends notched to accommodate either six or eight rolls of aluminum foil. Resulted in 50 percent monetary savings, eliminated damage claims and simplified loading and unloading problems.

SECOND PRIZE: F. C. Aland, Pittsburgh Plate Glass Co., East Pittsburgh, Pa. Package for automobile safety glass windshields. Size of package: 66" x 25" x 24". Weight of contents, 255 to 340 lbs.; shipping weight, 275 to 390 lbs. Advantages of package: Container cost reduced 30%; receivers can easily convert containers into expendable bins; containers can be stacked four high when packed; shipping damage reduced; product shipped direct to user and inter plant, both export and domestic.

THIRD PRIZE: Samuel Silver, Penn Ventilator Co., Philadelphia. Package for roof ventilator. Package size: 41" cleat to cleat by 40" x 40". Weight of contents, 135 lbs.; shipping weight, 192 lbs. Advantages: Reduced packing costs by 12%; time in packing unit, saves shipping costs, eliminates hidden damage.



GROUP II
NAILED WOOD BOXES & CRATES



GROUP II — NAILED WOOD BOXES & CRATES

FIRST PRIZE: Henry H. Kelly, Westinghouse Electric Corp., East Pittsburgh, Pa. Package for circuit breaker condenser bushing. Package size: 146" x 31". Weight of contents, 800 lbs.; shipping weight, 1290 lbs. Advantages: Reduction of 31% in packing and delivery costs; elimination of fire hazard present when sawdust was used and of minimum dust inventory and storage expense and of when dust disposition cost to customer; package is shipped direct to user, both export and domestic.

SECOND PRIZE: W. E. Christopherson, Douglas Aircraft Co., Inc., Santa Monica, Calif. Package for DC-7 wing flaps. Size of package: 73 1/2" x 41 1/8" x 69 13/16". Weight of contents, 192 lbs.; shipping weight, 461 lbs. Package consists of lumber, rubberized hair, shock cord and plywood. Advantages: Resulted in savings in shipping weight from 846 to 461 lbs., time and material costs of 34 percent, and freight charges of 46 percent. Crate and fixtures are reusable.

THIRD PRIZE: John M. Stewart, Greenlee Tool Co., Rockford, Ill. Package for hydraulic pipe bender. Package size: 26" x 23 1/2" x 6 3/4". Weight of contents, 84 lbs.; shipping weight, 124 lbs. Advantages: 35% cost saving over original container; complete protection to hydraulic pump and component parts; all tools are systematically placed and visible; when lid is closed all parts are held secure in place; shape of container permits high stacking in warehouse.

Package Prizewinners And 21 Photographs

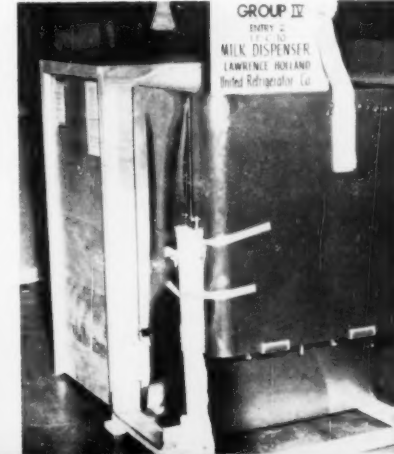
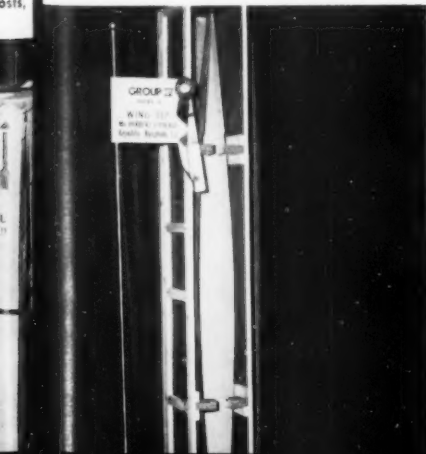
Companies - - How Packages Improved Shipping

GROUP IV — CLEATED PANEL BOXES

FIRST PRIZE: Herbert O. Thogode, Republic Aviation Corp., Farmingdale, N. Y. Package for wing. Package size: 7'9" x 1' x 1'3". Weight of contents, 8 lbs.; shipping weight, 41 lbs. Advantages: Elimination of damage claims, reduction of 35% in packing man-time and 17.5% in materials cost; reduction in gross weight and cube; simplified packing and unpacking unit; product shipped direct to user by domestic or export carrier.

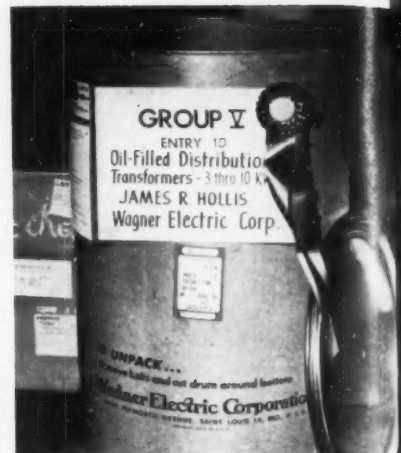
SECOND PRIZE: T. A. Humber, Griswold Manufacturing Co., Erie, Pa. Package for fry kettle. Package size: 41" x 23" x 36 1/4". Weight of contents: 190 lbs.; shipping weight, 240 lbs. Advantages: Easier packaging, safe handling, elimination of damage claims, low gross weight, high stacking strength. Product warehoused and shipped direct by domestic carrier, governed by regular classification by motor freight and rail freight; plywood container with Kraft fibreboard inner packing R.S.C.

THIRD PRIZE: Lawrence Holland, United Refrigerator Co., Hudson, Wis. Package for milk dispenser. Package size: 42" x 21 1/2" x 31 1/4". Weight of contents: 130 lbs.; shipping weight, 163 lbs. Shipped direct to user via domestic carrier; warehoused; package provides greater protection and lower cost.



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GROUP V—GENERAL

FIRST PRIZE: W. E. Christopherson, Douglas Aircraft Co., Inc., Santa Monica, Calif. Package for hydraulic pump. Size of package: 18 1/2" high, 11.8" dia. (Metal reusable drum). Weight of contents, 40 lbs.; shipping weight, 58 lbs. Advantages: Reduced labor and material costs from \$11.16 to \$7.95; easy to pack and unpack. Package consists of drum, die-cut pad blocks and barrier material.

SECOND PRIZE: James R. Hollis, Wagner Electric Corp., St. Louis. Fibre drum container for oil-filled distribution transformers. Size of package: 20" x 32 1/2". Weight of contents, 150-295 lbs.; shipping weight, 165-310 lbs. Advantages: Drum completely encloses transformer, provides better protection, lighter weight and smaller size. Reduced labor and material cost by 26% and freight and storage costs substantially.

The 1956 SIPMHE Show Story

VARIOUS ASPECTS OF SHIPPING, packing and materials handling—ranging all the way from container closures and cushioning to transportation, warehousing and training programs—were considered during the 1956 Short Course held by the Society of Industrial Packaging and Materials Handling Engineers from October 22-25 in Kiel Auditorium, St. Louis. The Short Course took place simultaneously with SIPMHE's 11th annual

exposition and the National Championship Packaging and Materials Handling Competition.

The Short Course was planned by a special committee headed by Elmer A. Kruse of Wagner Electric Corporation after consultation with Dean Stephen W. Vasquez of the School of Commerce and Finance at St. Louis University. The sessions, which took place in the mornings, were devoted to: Plastic packaging, protective papers,

GROUP VI—EXPORT PACKAGES

FIRST PRIZE: Harold A. Kilmer, North American Aviation, Inc., Downey, Calif. Item packed: Pitch and yaw damper rack assembly. Weight of contents, 15 lbs.; shipping weight, 29 lbs. Advantages: Savings of 66% in dunnage weight, 25% in desiccant, 22% in packing time; 16.8% in cost. Package consists of expanded polystyrene, corrugated fibreboard, barrier, paper-overlaid veneer, hair latex.

SECOND PRIZE: Herbert O. Thogode, Republic Aviation Corp.,

Farmingdale, N. Y. Item packed: Drag chule modification kit. Size: 5'1" x 3'2" x 2'. Weight of contents, 146 lbs.; shipping weight, 316 lbs. Advantages: Loss and damage claims eliminated; easier parts removal from container; easier packing.

THIRD PRIZE: Charles B. Smith, Thompson Products, Inc., Cleveland, O. Item packed: 40 hp. turbine motor valued at \$10,000. Size: 23" x 19 3/4" x 19 1/2". Weight of contents, 42 lbs.; shipping weight, 80 lbs. Advantages: Ease of assembly and disassembly. Package consists of plywood, wood, steel and rubber.





THIRD PRIZE: George H. Straub, Leeds & Northrup Co., Philadelphia. Package for liquid-bearing glass pH electrode. Size: 11" x 2 3/4" x 2 1/2". Weight of contents, 3 oz.; shipping weight, 11 oz. Advantages: Assembly-labor time reduced; complete cushioned protection provided for electrode; double-cartoning and protective wrapping eliminated.

palletization, human relations in industry, protective cushioning, transportation and warehousing, labor and management, unit and bulk containers, plant layout, shipping container closures and executive development training programs. The protective papers seminar, presided over by R. C. Engel of Atlas Paper Co., was devoted to new developments in the field. Speakers were: Dr. Martin L. Downs, Thilmany Pulp & Paper Co., on "Polyethylene Laminations"; John M. LeBolt, Cromwell Paper Co., on "V. C. I."; Malcolm J. Odell, McLaurin-Angier Corp., on "V. P. I."; E. W. Pitt, Sherman Paper Products Co., on "Latex Combinations"; and Thomas E. Flanagan, G. V. P. Co., on "Silicone and Quilon Treated Papers."

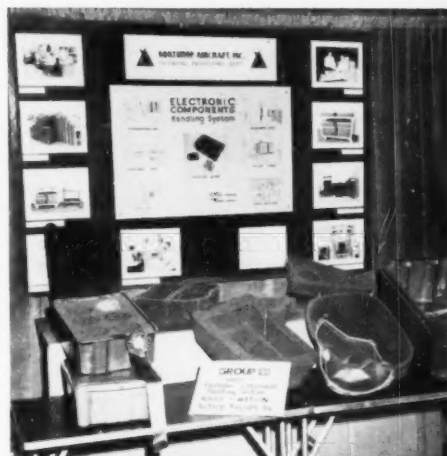
This year's exposition was the first ever held by SIPMHE west of the Mississippi. It was also the first to operate on a four-day schedule instead of three. On display were hundreds of pieces

(Continued on Page 30)

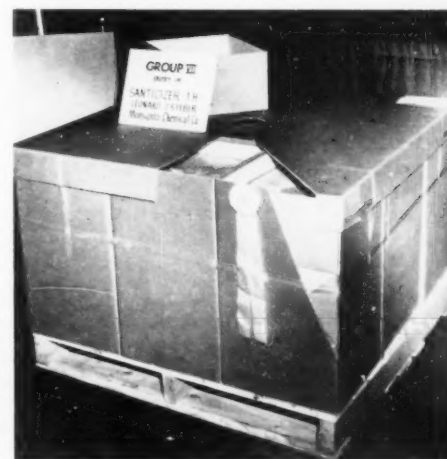
THIRD PRIZE: Leonard J. Steber, Monsanto Chemical Co., St. Louis, Mo. Unit load for Sanitizer 1H, a resin plasticizer that is molten at about 200 degrees F. when packed. Load consists of nine corrugated liners, 16" x 16" x 27", 24 diecut trays, glassine laminated, and 1/48" x 48" cover. Weight of contents, 1650 lbs.; shipping weight, 1800 lbs. Advantages: Elimination of heavy manual labor; reduction of 60% in labor cost; 125% increase in warehouse capacity; easier assembly, filling and handling.

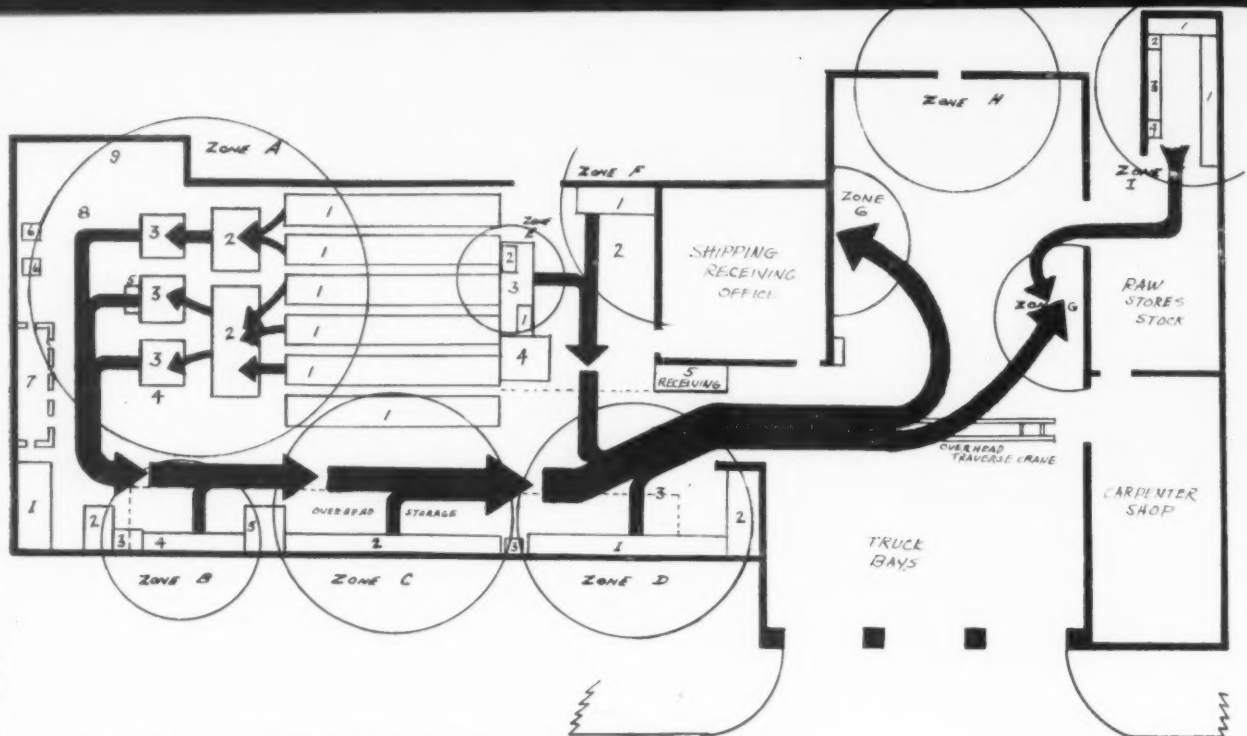
GROUP VII—MATERIALS HANDLING

FIRST PRIZE: Roger S. Watson, Northrup Aircraft Co., Hawthorne, Calif. "Electronic Component Handling System" consisting of moulded fiberglass reinforced plastic tote box in 3 sizes and 3 colors; removable polyurethane cushion inserts, pads, or multiple cavities fabricated to fit tote pans and hold various sizes of delicate parts; flexible polyethylene cover fabricated to fit over tote box and equipped with elastic shock cord to hold over snugly under box rim. Used to package Missile and Test Components and Parts; shipped via air to missile test center in Florida. Advantages: lower initial cost, easier and more economical storage when empty, space saving when full (will stack with cover on); can be palletized; cost savings 92.14%; weight savings 31.4%.



SECOND PRIZE: J. D. Nunn, Lockheed Aircraft Corp., Burbank, Calif. Pallet for handling of plastic panel assembly for P2V magnetic airborne detector. Size: 48" x 76" x 4 1/2". Weight of contents, 117 lbs.; shipping weight, 212.5 lbs. Advantages: Product is warehoused and shipped cross-town via private carrier flat-bed truck; resulted in reduction of 86% in fabrication cost and 91% in assembly time.





The in-line zone arrangement of shipping at Underwood, shown above, is detailed in text.

shipping
MANAGEMENT
SHIPPING
DEPARTMENT
OF THE
MONTH

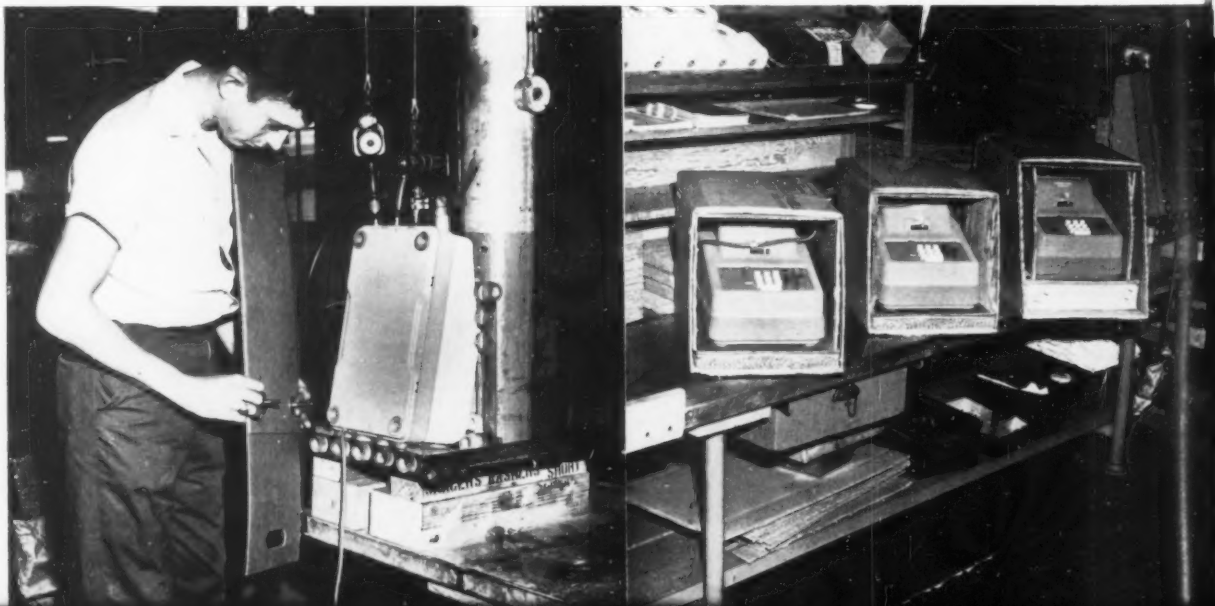
Supervisor's Year-Round Experiments Improve Packs; Streamline Shipping

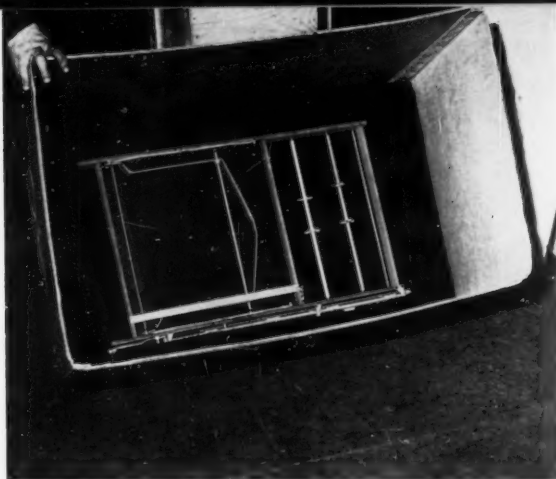
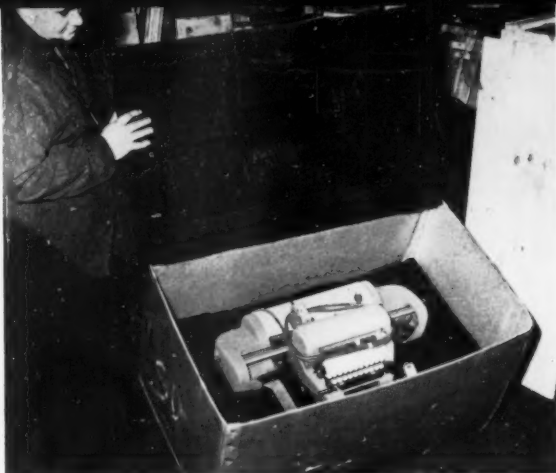
Underwood Corporation

ADDING MACHINES, accounting machines, and Elliott Fisher Flat Platen Writing Machines are among the chief products shipped out of Underwood Corporation's Bridgeport, Connecticut, plant. Adding machines are heavy in relation

to bulk. Underwood Sundstrand accounting machines and Elliott Fisher machines are not only heavy, but bulky as well. To cut the cost of sending these machines to their world-wide customers has been a major preoccupation of the

Below: pride of Andy Corr is adding machine zone—Left: applying corrugated base at start of pack. Right: from right to left, cut-away version of three improved packs, from earliest to current.





Still in the experimental stage is the "floating pack" of die-cut rubberized hair for the Elliott Fisher Flat Platen Writing Machine. This carton is a 500 lb. test version. The two pictures show how all components fit neatly into carton. Bottom of page: Current pack consists of two wood boxes and one corrugated container.

Underwood Corporation for a good many years.

Have they succeeded in doing this? The answer is yes. But, above all, the company is conducting what amounts to a continuing study of packing methods in order to determine how to ship their products with ever-decreasing cost, ever-decreasing damage, and ever-increasing economy. For instance, since the introduction of a corrugated box pack some years ago for adding machines, Underwood has twice developed improvements, in each case turning out a smaller and more compact pack than the one previous to it. Nor is the latest pack necessarily the last word.

Still in the experimental stage is a "floating pack" constituting a die-cut rubberized hair mold interior with corrugated container, which may some day replace all other types of packs, including some very complicated ones involving wood, wood supports and screws.

At Underwood, management's belief in encouraging line supervisors to experiment with new ideas, has paid off handsomely in savings and more satisfactory packing and shipping operations. Bridgeport's Shipping-Receiving Foreman

Andy H. Corr, permitted to use his perpetual inventiveness, has played an integral role in the development of new packs and the streamlining of the shipping department. Mr. Corr's supervisory responsibilities include the carpenter shop, fully equipped to make wood boxes, raw stores stock, and immediate storage.

Among the improvements for which Mr. Corr was largely responsible are the successive adding machine packs, the in-line flow of work in the shipping and packing department, and the experimental rubberized hair pack which is now being considered for use with a heavy machine.

Here is a picture of the present Bridgeport shipping and packing operation, under Mr. Corr's supervision:

About 500 shipments of precision machines, light and heavy, are shipped every month, an average of 25 per working day. Shipping containers are presently made of wood or corrugated paperboard, with interior packing of corrugated or wood stiffeners, and cushioning of shredded paper where needed. Wood boxes are purchased knocked down, and then assembled in the carpenter shop. Corrugated containers are purchased flat, folding, and then set up and bottom stitched in the shipping department.

Explanation of Zones

The main products packed in the Bridgeport Plant include adding machines, accounting machines, Elliott Fisher machines and parts to service them. To accommodate the various types of packing and shipping which are now required Andy Corr has organized shipping, packing and receiving into a series of zones, which are recorded in a company flow chart as Zones A through I. Within each of these zones there is a regular step-by-step procedure, aimed at achieving maximum packing efficiency with a minimum of expended effort. There is also a regular directional flow from packing areas toward pick-up

(Continued on Page 32)



How To Establish An Effective Packaging Program

Part II

By JOHN A. NEWTON
Factory Manager

and

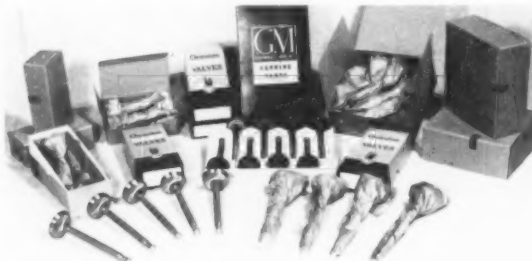
B. A. CUMMINGS
Production Manager

Valve Division, Thompson Products, Inc.
Cleveland, Ohio

This article, the concluding installment of a two-part series, is based on a presentation made by Messrs. Newton and Cummings at the American Management Association's 25th Anniversary National Packaging Conference last April in Atlantic City, N. J.

In the first installment, the authors discussed procedures set up by Thompson Products to achieve an effective packaging program.

IN THE EARLY DAYS OF THE VALVE business, the packaging method, while not sufficient, was less of a problem than it is today. All valves, regardless of type or customer were handled and packaged in the same way. All items were transported into the packaging area by means of a



For original equipment customers' replacement requirements valves are utilized in boxes containing 2, 4 or 6 valves.

wooden dolly. The valves were transferred from the dolly, placed into a wire basket, and hand dipped into a preservative. The valves were then taken from the wire basket and hand counted.

Below, left: Valves packed in hole boards permit stems of the valves to extend upward in one layer and downward in the next, permitting twice as many valves to be packaged in one container. Cartons are regular slotted sealed by stitching the bottom and

After being wrapped with twist craft paper, the valves were counted once again. They were then placed in wooden boxes that were banded after the cover was nailed on.

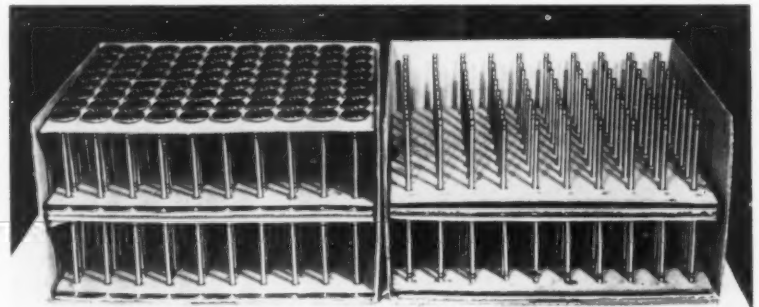
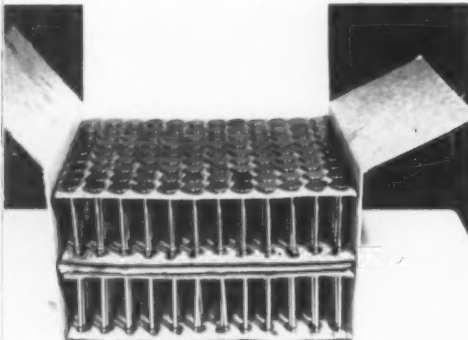
This was the method used until the early 1940's when the Packaging Engineer began to make his appearance. When it was suggested that corrugated cartons be used instead of wooden boxes, it became necessary to check the principal customers to determine the condition in which the valves were received. Upon approval by the customers, regular slotted, corrugated cartons became the standard container for packaging. The standard method for closing corrugated cartons was to glue and tape both top and bottom flaps. This was followed by stitching of the bottom flap of the carton while continuing to glue and tape the top.

Favorable costs, quality and customers' satisfaction were achieved through the developments introduced by the packaging engineer. Current methods of packaging are dictated by the customers, valve dimensions and the desire to standardize the pack. The product is packed in such a way that the basic pack will fit into any shipping carton.

Five major methods of packaging commercial valves have been established:

1. The replacement or service pack. Valves are

stapling the top. Right: Inner package is the same but there are no flaps on the cartons. Cartons are palletized on four-way entry expendable pallets with a fibre board sheet covering each layer of cartons, load units secured with five steel bands.





Left: improved method of temporary storage has parts placed in tote boxes or trays and stacked on skids for transportation to the packaging department. Above: packaging is highly automatized, complete flow described in text.

furnished in this manner for original equipment customers' replacement requirements. The method consists of unitizing valves in boxes containing 2, 4 or 6 valves. The valves are wrapped in the neutral twist kraft paper referred to in the specifications and then inserted into the container.

2. The Pack used for customers who purchase valves in a semi-finished condition and which do not require the same protection as finished valves. Therefore, these semi-finished valves can be bulk packed. Approximately 350 semi-finished valves, not wrapped, are placed in each carton.

3. Bulk shipments of approximately 100 valves per carton are individually wrapped in kraft paper. This type of packaging is used when the customer has a volume requirement for replacement parts, or, when quantity or size of the valve is such that it does not lend itself to the new pack method of packaging.

4. The method of shipping finished valves to the original equipment engine builder was developed in the early '40's. The new pack was responsible for a substantial reduction in packaging cost as it increased productivity by more than 20%. The majority of the valves are packaged in hole boards. These consist of pre-punched fibre board sheets; the holes are on varying centers to accommodate different sizes of head diameters. Six

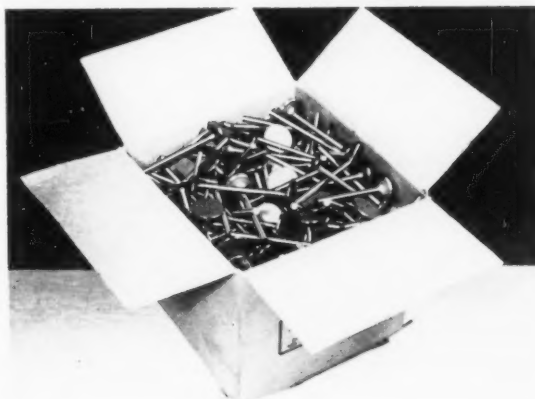
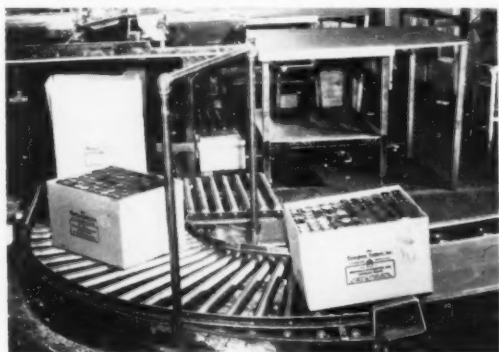
(Continued on Page 34)



Bottom of page: Packs sent to customers who require only semi-finished do not require same protection as finished valves and therefore are bulk packed. Below: Bulk shipments of approximately 100 valves per carton, individually wrapped in kraft paper for customers with volume requirements for replacement parts, or, when quantity or size of valve is such that it does not lend itself to the hole board pack.

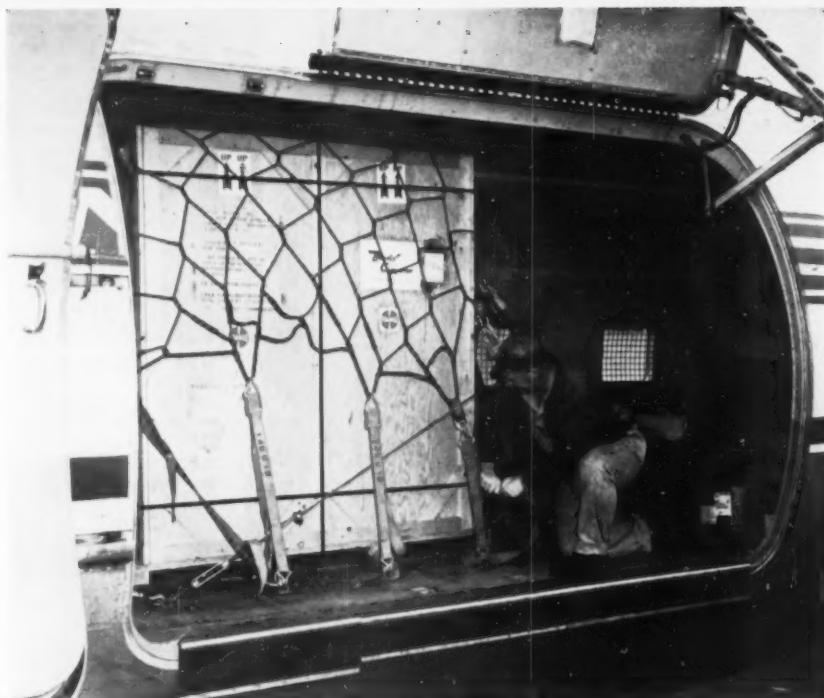


Hole board packs, both with flaps and without flaps come off power conveyor at end of packing run in packaging department.



Cable, netting and straps are used to tie down a Bendix computer aboard a DC-6A "Lifemaster" plane. Extreme care was taken to ensure that the wooden crates, bearing the valuable instrument, would not shake on the trip to Bologna, Italy.

By ALVIN E. LEVENSON
Cargo Manager
KLM Royal Dutch Airlines—USA



How Good Air Traffic Management Can Increase Sales For Your Firm

IF GOOD TRAFFIC MANAGEMENT can increase your firm's sales, then good air traffic management can greatly expand the area of the sales—to the wide, wide world!

What have traffic methods to do with the position of a manufacturer or distributor in foreign markets? Let's start at the beginning. Air freight is something only a limited number of traffic and shipping executives know about and use. Many more would do well to explore air freight quite thoroughly. A far greater share of present exports would move by air today if traffic managers actually compared direct and related

door-to-door shipping costs, and selected air when indicated, or surface transportation when costs showed that air could effect no savings.



This World War II Liberty ship could have taken the entire eastbound air cargo movement from the United States in 1955.

Chart below is graphic demonstration of how air freight can improve sales while cutting costs.



At KLM we frequently join forces with U. S. manufacturers and distributors to scout the world for new possibilities for air cargo—a creative rather than a competitive approach—and the results, particularly in recent months, have been most encouraging. So much so, that even the briefest talks about our techniques are heard by sales and traffic executives with alert attention. Many of the latter have first-hand knowledge of the gigantic airlifts of World War II and Berlin, 1948. They marvelled at the immensity of these emergency air cargo movements. In KLM's approach, they can perhaps recognize some of the same principles that show there is a very definite and immediate future for large-scale commercial air cargo operations.

Recent experience has shown that many manufacturers and distributors have already realized the profits to their business through the use of air cargo on a domestic basis. But few have

(Continued on Page 37)



COMBINED WITH

**shipping
MANAGEMENT**

and *The Air Shipper*

Harvard Report:

AIR FREIGHT TO CUT DISTRIBUTION COSTS

• THE POSSIBILITY THAT AIR FREIGHT CAN REDUCE overall costs of distribution is confirmed in a study entitled **The Role of Air Freight in Physical Distribution**, just completed at the Harvard University Graduate School of Business Administration. The report is a result of a request in 1953 by Emery Air Freight Corporation to the Harvard school to conduct basic research into the economic soundness of the use of air freight transportation by industry. The resulting data reveal a new concept of the relationship of the traffic function to the whole area of physical distribution. The validity of the doctrine that the application of air freight to the procurement of distribution functions can produce net savings under varying circumstances is substantiated.

THREE AIRLINES, IN ADDITION TO EMERY, provided funds for the first or pilot-study phase; they were American, TWA, and United. The second and final phase of the study was underwritten by Emery Air Freight and by a substantial grant from the Business School itself. The study required three years to complete; it was conducted by Dr. Howard T. Lewis, professor of marketing at the graduate school.

BUSINESS HISTORY HAS BEEN MADE with this research, because it provides industry with a new approach to the problems of procurement and distribution costs. As an introduction to the report, an outline of its salient findings and conclusions is given below. It was written by Executive Vice-President of Emery Air Freight.

By LEONARD G. HUNT

• ONE PURPOSE OF THIS STUDY WAS TO DEVELOP a method of analysis that could be followed by any industrial company to determine the economies of substituting higher priced air freight transportation for the high cost of carrying inventory or the continuance of costly warehouse systems required by slower, lower cost surface transportation. Also, this report reveals a new concept of the relationship of the traffic function to the whole area of physical

distribution. And further, it substantiates the doctrine that the use of air freight in procurement or distribution functions will produce net savings under varying circumstances.

The Character and Growth of Air Freight

The uniqueness of air freight — and its most prominent characteristic — lies in its tremendous speed. Emery has maintained that the speed of air has compacted the area of the United States into dimensions which, in terms of surface transit time, are in the neighborhood of 350 by 250 miles. Evidence of its tremendous progress is shown in this report by the fact that air freight has grown four-fold since 1948. Yet there is ample opportunity for future expansion for in terms of ton miles, air freight represented only 1/25 of 1% of total intercity traffic in 1955.

Users of Air Freight

Users of air freight can be classified as "pure emergency" users, "predictable emergency" users, and "regular" users. The "pure emergency" users — those who use air freight infrequently, and then only in dire circumstances — represent the largest number of shippers. A substantial number of companies use air freight to solve consciously chosen "emergencies". Use of air freight for this "predictable" emergency — by automobile assembly plants, for instance — is an example of management performing the important function of calculating risks by balancing higher pro-

(Continued on the next page)

PAYLOAD & The Air Shipper is published twice a month — once as a section of Shipping Management and again as a separate newsletter from SM. Lucien Zacharoff, Editor and General Manager. Address news and editorial communications intended for Payload to G.P.O. Box 775, Brooklyn 1, N.Y.; telephone ULster 5-2243. All other business communications should be sent to Shipping Management magazine, 425 Fourth Ave., New York 16, N.Y.; telephone MUrray Hill 3-6280-1.

MEN — METHODS — MATERIALS

Distribution Costs to Drop

(Continued from page one)

curement costs (including transportation) against lower inventory costs. The "regular" users are those who regard air freight as a "normal routine means of transportation" for certain commodities.

The Decision to Use Air Freight

In all cases studied, the decision to use air freight was almost always made by top management. The report stresses the need to cross traditional organizational lines for such a decision so a coordinating function is needed, and only executive management can supply it. Pure emergencies produce a crisis with which top management is concerned and use of premium transportation is almost automatically authorized. Planned use of air transportation to meet predictable emergencies involves a continuing concern of top management with problems of scheduling and control. The regular users are those whose top management is facing up to a particular problem in which use of air freight offers a solution. Almost always, some aspect of inventory is involved, such as balancing the cost of always having full inventory on hand (thereby avoiding all "emergencies") against the cost of meeting emergencies caused by maintaining a low inventory in the attempt to keep inventory costs at a minimum.

Planning in Physical Distribution and Air Freight

There is a noticeable relationship between the use of air freight and the amount and quality of planning done by the user. Those users who have engaged in extensive planning of their production flow have quite naturally found that such planning extends back to inventory, transportation and suppliers. Paradoxically, those without the habit or ability to plan may be excellent prospects for air freight, since they may be "more prone to emergencies".

"The Air Candidates"

The inherent factors which determine those commodities susceptible to air freight - the "air candidates" - are generally: Low density; medium to relatively high value per pound; those whose value is increased at destination by reason of speed in transit; and those purchased from or distributed to distant markets. Despite these limitations, however, the range of commodities which do qualify as air candidates is great, and at this point we merely ask the reader to keep an open mind on the subject.

(To be concluded in our next issue)

People & Places

● TO HEAD A NEW DEPARTMENT AS VICE PRESIDENT-Planning for National Airlines: **Walter Sternberg** - at executive offices in Miami.

○ PROMOTED TO ASSISTANT DIRECTOR of operations research and named acting director of the department at Slick Airways: **Myer Alpert**.

● APPOINTED SALES DEVELOPMENT MANAGER, U.S.A., for the British Overseas Airways Corp.: **Eric J. Wheatley**, with headquarters in New York. He is being succeeded as manager, Boston, by **Paul F. R. Vaillant**. New BOAC district sales manager in Toronto: **F. D. Oakley**, succeeding **G. W. W. Dodd**, who becomes sales development manager at the head office in London.

● NORTH AMERICAN EXECUTIVE OFFICE OF SWISSAIR has been moved from 10 W. 49th St., New York, to 3 E. 54th St. It will house the personnel, tariffs, interline, advertising and public relations departments, as well as the general manager and U. S. sales manager. The office and ticket counter at the 49th St. address are being retained for the use of the reservations and cargo departments and of the New York district sales staff.

● APPOINTED SALES REPRESENTATIVE IN CHARGE of commercial accounts for cargo and passenger traffic in the Los Angeles office of Japan Air Lines: **Stuart Richardson**.

● NAMED TO SUPERINTENDENCIES IN THE NEWLY established Southwest division of United Air Lines in Los Angeles: **W. H. O'Donnell**, sales promotion; **B. W. Bolton**, cargo sales; **W. A. Preston**, telephone and ticket sales office. Becoming assistant district sales manager, Los Angeles: **G. L. Leidenhecker**, who is replaced as city sales manager, Hollywood, by **E. A. LaMarre**. Other recently announced appointments: **J. F. Long** as manager, Southwest division; **G. B. Justice** as Los Angeles district sales manager.

● NAMED FORT WORTH DISTRICT SALES MANAGER for Braniff International Airways: **George F. Scott**, succeeding **James Phillips**, now district sales manager for Braniff at Sao Paulo, Brazil.

● AN ADDED CONVENIENCE FOR COMPANIES in the Atlanta area which ship freight over Pan American World Airways is the opening this week of a PAA ticket office in that city, at Marietta and Forsythe Sts.

Routes ★ Services ★ Schedules

● AN INTERLINE TRAFFIC AGREEMENT HAS BEEN MADE by **United Air Lines** and **Fiji Airways**, providing for shipment or travel over both carriers on a single through air waybill or ticket. Founded in 1951, FA operates exclusively in the Fiji Islands. It serves five cities, including the capital, Suva. The islands are strategically located on air routes linking North America and Australasia.

● SCHEDULED FREIGHT-EXPRESS-MAIL SERVICE has been started by **AAXICO** (American Air Export & Import Company) on the New York-Atlanta-New Orleans route, with C46 aircraft departing nightly in each direction to provide next-morning delivery for all stations. The company has entered into interline agreements with domestic and foreign airlines to furnish service to many cities in the United States and out of the New York gateway to Canada and Europe and out of the New Orleans gateway to Central and South America.

● NIGHT FLIGHTS HAVE BEEN RESUMED INTO BOGOTA, capital of Colombia, by **Avianca**, now that Techo Airport improvements have been completed. During the past two months, while work was in progress

at the airport, the company's flights from New York terminated at Barranquilla on arrival at 6:55 p.m. The one-hour-and-50-minute hop to Bogota was made the following morning. With the return to direct service, Avianca is operating 10 flights a week from the United States to Colombia, nine leaving from New York and one from Miami.

● NEW SERVICES BETWEEN DETROIT AND CITIES in the Middle Atlantic area were inaugurated last week by **Allegheny Airlines**. Initially 10 daily flights operate between Detroit and Erie, continuing through the Erie gateway to eastern cities which include Jamestown, N. Y., Bradford, Williamsport, Wilkes Barre/Scranton, Harrisburg, and Lancaster, Pa. Until this new schedule was put into effect, none of the points named, except Wilkes Barre/Scranton, had one-plane through services to Detroit.

● INTENDED INITIALLY TO OPERATE CHARTER CARGO flights, primarily in Colombia, the airline established in August under the name **Transportes Aereos Latinoamericanos** is reported to be purchasing aircraft. (*Aviation Press Features*)

Rates & Tariffs

● SPECIFIC COMMODITY RATES/TARIFFS of **Trans World Airlines** now include the following additions or changes: **Bristles**, from Calcutta to New York, \$2.78 per kg., minimum 100 kgs. * **Cloth (bolt or cut to shape)**, from Delhi to New York, \$2.25 per kg., minimum 100 kgs. * **Wearing apparel (including partly manufactured clothing)**, not elsewhere specified, from Delhi to New York, \$2.25 per kg., minimum 100 kgs.

● A REVISED AIR FREIGHT MEMORANDUM TARIFF of **Trans World Airlines**, featuring a simplified method of computing charges, also includes specific commodity rates, numerical list of commodity groups to which rates apply, general commodity rates, and other information.

● TO CONTINUE IN AN ADVISORY capacity for one year after his retirement on Dec. 31 as deputy president and head of the traffic and sales directorate of KLM Royal Dutch Airlines: **Felix von Balluseck**. His successor: **M. J. van der Ploeg**.

MEN — METHODS — MATERIALS

On Latest Manifests

● AN EIGHT-TON SHIPMENT OF FRENCH PERFUME with a retail value of \$6,000,000 was included in a record westbound payload of 31,500 lbs. which arrived at New York International Airport in a **Seaboard & Western Airlines** Super Constellation freighter. The perfume, for the U. S. Christmas market, was shipped from Paris to Lanvin Perfumes, Inc., New York. The largest load of its kind ever to be flown, the shipment comprised gift bottles of Lanvin's two leading brands, "Arpege" and "My Sin". Promptly on arrival, the cargo was moved out for distribution to department stores and other retail outlets throughout the country.

OTHER MERCHANDISE IN THE PAYLOAD included hats, textiles, machine parts, ship's machinery and works of art from Switzerland and textiles and wearing apparel from France.

● ELECTED PRESIDENT of the Air Traffic Conference for 1957: **Rex Brack**, vice-president of traffic and sales, Braniff Airways.

Traffic Statistics

• **CARGO TRAFFIC DURING OCTOBER**, in ton miles, over **Trans World Airlines**: domestic freight - 2,458,652, express - 1,024,794, mail - 1,036,981; international freight - 928,515, mail - 875,559.

• **OCTOBER CARGO TONNAGE OVER Trans-Texas Airways** amounted to 417,065 lbs., a gain of 33.8% over the same month last year. The 108,483 lbs. of air mail showed an increase of 39.6% over the corresponding 1955 figure. Air mail ton miles, 12,218, were the highest in TTA's history. First-class mail by air loads totaled 16,412 lbs. for 2,222 ton miles flown. Express shipments of 86,471 lbs. represented a 25.8% rise over the preceding October. The month's freight boardings of 205,669 lbs. topped by 45.1% the October, 1955, figure. Freight ton miles attained a new high of 26,107.

• **THE FOUR LEADING CITIES** in tons of air cargo shipped in fiscal 1955 and 1956, respectively:

New York	56,998.0	62,877.9
Chicago	47,468.7	55,266.7
Los Angeles	26,434.5	29,706.7
Detroit	21,871.8	24,614.1

The foregoing data are from the just published **Air Commerce Traffic Pattern, Fiscal Year 1956** which was prepared by the Civil Aeronautics Administration's Office of Airports (on sale at 50¢ a copy by the Department of Commerce, Washington 25, D. C.)

• **A NEW INDUSTRY RECORD FOR A MONTH'S** carriage of freight was set in October by **American Airlines** when it flew 7,834,300 ton miles, a gain of 17.6% over its October, 1955, total. Cargo operations in October - including freight, express, mail - amounted to almost 10,750,000 ton miles, an increase of more than 13%.

• **CARGO TRAFFIC IN OCTOBER** through **Seattle-Tacoma International Airport** (in lbs.): freight - 3,020,508, express - 268,684, air mail - 1,563,078, first-class mail - 185,531.

• **SEPTEMBER CARGO TRAFFIC** (in lbs.) through **Miami International Airport**: domestic freight and express - 2,816,085, mail - 573,740; international freight - 9,579,974, mail - 357,674.

• **A REVIEW FOR THE SECOND QUARTER** of 1956 of **Airline Traffic and Financial Data** has just been published by Air Transport Association of

MERCHANDISING BENEFITS OF AIR FREIGHT STRESSED

• **THE MERCHANDISING BENEFITS OF AIR SHIPPING** were detailed last week by the Civil Aeronautics Board Member G. Joseph Minetti at the 44th annual dinner of the Chamber of Commerce of the Borough of Queens in New York. He explained how economy in New York State and through the nation gained through growth of air freight:

BY MEANS OF AIR FREIGHT, A NEW YORK MERCHANT is able to merchandise his clothing fashions coast-to-coast. After an advance advertising build-up, he ships a quantity of his line by air over the weekend. His goods require no special handling or packaging. They are placed on a clothing rack and wheeled on board. He is able to display his line simultaneously on both coasts on Monday morning. He ships only small initial quantities. If the demand requires, additional quantities are air-shipped to the coast in a matter of hours. By means of air freight, this merchandiser is able to expand his markets with little increase in capital and without the risk of producing in quantity for markets which may not come up to his expectations.

AGAIN, A NEW YORK JEWELER IMPORTS BY AIR because of savings in insurance premiums due to the reduced risk of pilferage. The lower premiums to him more than offset the slightly higher air freight rate.

GENERALLY, BUSINESS PEOPLE HAVE FOUND that the basic value of air shipment is door-to-door speed of delivery. But we frequently forget speed's byproducts, that is, the ability to reach expanded markets without additional capital investment, with lower overall distribution costs, and with better coordination of production with sales. Unfortunately, however, few business men are aware of air cargo's advantages. Air cargo facilities and growth, consequently, have not kept pace with growth in the passenger field.

BASICALLY, PROGRESS IN THIS FIELD has been limited by the failure of the air carriers to convince business that in spite of slightly higher air freight rates, shipment by air, in the long run, results in greater transportation economy. Shortages of equipment have also contributed to the problem as have the views of many carriers that success in this field must await the development of a lower cost, greater capacity all-cargo plane.

HERE IN NEW YORK, YOU HAVE BEEN QUICK to recognize the slumbering potential of shipping by air freight. New York is the nation's leader in air cargo tonnage. Your \$5,500,000 international air cargo center at Idlewild, the largest and most modern facility of its kind in the world, has, in its first six months of operation demonstrated the advantages of shipping by air.

IN VIEW OF THE PUBLIC BENEFITS IN AIR CARGO, perhaps it's time for Government to take a new long look at this service, and for the leaders of the industry to look to their air cargo promotional methods.

America (1107 16th St., N.W., Washington, D.C.).

• **CARGO TON MILES IN SEPTEMBER** over **United Air Lines**: freight - 5,082,000, express - 1,266,000, mail (including first-class) - 2,093,000.

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NEWS- PROMOTIONS

of companies and associations

NATIONAL PALLET CORPORATION has announced the appointment of **John T. Lewis** as sales manager, it was reported by President **T. C. Ward, Jr.**



JOHN T. LEWIS

AIR TRANSPORT ASSOCIATION has appointed **Gilbert L. Bates** as associate director of research, it was announced by **Stuart G. Tipton**, president. Bates has had 13 years' experience in the airline industry. Previously, he was legal assistant to Civil Aeronautics Board member **Joseph P. Adams**.



GILBERT L. BATES

John W. F. Young has been elected president of **Atlas Package & Container Corp.**, Division of **Protective Coatings Corporation**. The board of directors elected the following other officers: Secretary, **Henry A. DePhillips**; Treasurer, **Louis M. Planson**; vice president and general manager of plant operations, **Stanton M. Weiss**; and vice president and sales manager, **Daniel P. Donahue**. Mr. Young also reported that the division has made plans to enlarge its opera-

tions and acquire additional equipment to cover new fields of packaging.

Right: **J. F. Young**.

Below: **Daniel P. Donahue** (left), **Stanton M. Weiss** (right).



PACIFIC INTERMOUNTAIN EXPRESS has appointed **Owen M. Collett** as vice president of its tanker divi-

sion, it was announced by **C. E. Johnson**, executive vice president. Formerly president of **Orange Transportation Company** and **Collett Tank Lines**, Collett joins P-I-E with the merger of the two carriers into the P-I-E system.

BALTIMORE TRANSFER CO. won the top award in Class III of the 8th annual truck shop excellence awards contest conducted recently by the **American Trucking Associations**.

ALLEN HOLLANDER CO., INC. has opened a branch plant and sales office in **Cleveland, O.**, it was announced by **S. Allen Hollander**, president. **Alfred Kest** is branch manager.

NATIONAL WOODEN BOX ASSOCIATION will hold its 58th annual meeting at the **Boca Raton Hotel and Club**, **Boca Raton, Fla.**, on **January 31** and **February 1, 1957**.

THE PORT OF NEW YORK AUTHORITY plans to build a \$9,300,000 four-berth marine terminal at **Port Newark** to handle 400,000 tons general cargo annually. The terminal will be leased to **Norton, Lilly & Company**. Construction will begin **February 1** and completion is expected by **July, 1957**.



RESERVED FOR YOUR CARGO!

Slick's all-cargo operation is accomplished by Slick's fleet of modern airfreighters... the largest in the world... giving you all these advantages:

- No bumping of cargo or off-loading for passengers
- Big plane capacity with all space reserved for your cargo
- Big doors to accommodate the largest shipments
- Strategically located stations—30 of them—dedicated exclusively to rushing your goods to destination
- Cargo-minded personnel—almost 2000 airfreight experts—devoted to the speedy ground-handling, swift flight, careful, breakage-free, pilferage-free, delay-free Slick delivery.

Concentration on cargo volume gives you low rates, too... and the lowest minimum in the industry. Call your local Slick station for information... and the best in service... today!

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World Headquarters:

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Domestic and International Air Cargo • Airmail •

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... for more details check ☐ 6 on HELP-O-GRAM card.



Evaluating Shipping Errors

IN A RECENT COLUMN we discussed the percentage of loss and damage claims which we felt were normal under any shipping circumstances. In that analysis, we pointed out that a shipper has a 50-50 chance of proving that a consignment has actually been delivered despite the consignee's claim to the contrary. It was further pointed out that by and large, carrier shortages and losses are relatively low compared to the number of pieces and shipments which they handle.

It was further pointed out that no figures on percentages were available for either loss and damage, nor were there any figures available on what constitutes a high degree of error on the part of a shipping department or an individual shipper.

Over a period of many years we have heard shipping supervisors state that they feel some of their employees seem to be quite inaccurate, but that they have no yardstick by which to measure normal shipper performance. A sales department might consider one error out of 10,000 shipments made as too high a percentage. By the same token an accounting department might take an equally unrealistic approach to the number of errors made by a shipping department. Thus, when a shipping department finds itself unfortunate enough to be responsible to both accounting and sales, its degree of accuracy according to their standards is in all instances low.

The question then arises as to just what should be considered a normal allowable error percentage.

In order to fully evaluate er-

ror percentage any analysis should be broken down into errors per man per orders.

We have recently conducted a survey during a period where 14,914 orders were shipped. Six men handled these orders or approximately 2500 orders per man. During this time there were a total of 79 so-called shipping errors made or 13.1 errors per man. Speaking in percentages, we find that the degree of error in this operation would be .5% as related to the orders

shipped. In our opinion, this would indicate a normal trend inasmuch as none of the individuals concerned was noticeably higher in error percentage than the others plus the fact that this survey was carried over a two months period of time. By the same token, the types of errors made were what might be called natural shipping errors in that they were either "short shipment" or "substitute" shipment. By "substitute" ship-

(Continued on Page 29)



FORD MOTOR COMPANY has appointed **R. M. Stevens** as manager of the traffic control department, it was announced by **J. A. Wallace**, director of the general traffic office. Stevens previously served as supervisor of the traffic control routing section. He succeeds **J. A. Byers**, who retired after 24 years' service with Ford.

John E. Myers, director of the Associated Traffic Clubs of America, addressed the 31st Birthday meeting and Bosses' Night of the Women's Traffic Club of San Francisco on October 18. Myers also presented an ATC essay award to **Mrs. Virginia Colombo**.

BRONX CHAPTER 64, Delta Nu Alpha, recently re-elected **John J. Miller** of Acme Fast Freight as president. Other officers elected were: **Andrew J. Killelea** and **John N. Gumly**, vice presidents; **Frederick F. Keller**, treasurer; and **Angelo Onisci**, secretary.

I. W. Shepherd, traffic director of Pacific Intermountain Express, was

elected recently to the board of directors of the National Motor Freight Traffic Association.

TRAFFIC CLUB OF PITTSBURGH has elected **Robert W. Bramwell** as its president. He is assistant to the president of the Bessemer & Lake Erie Railroad.

Edwin L. McClain has been appointed TM of the **Walled Lake Door Company**, Detroit. He was formerly TM of Timken-Detroit Axle Division.

KOPPERS COMPANY, INC. has made a number of changes recently in its Traffic and Transportation Department, according to an announcement by **James F. Haley**, department vice president and manager. **Richard E. Spatz** has been named manager of the traffic section, and **Charles A. Cashion** was appointed manager of the transportation section. Others appointed were: **Fred R. Pfeiffer** as assistant manager, traffic section;

(Continued on Page 28)

NEW PRODUCTS IDEAS SERVICES

→ FOR DECEMBER, 1956

Expendable Tray Pallet

Titan Pallet Company has recently developed a tray-type model to supplement their expendable pallet line.



The unit, introduced as Model P, has up to one-ton capacity, can be stack loaded four-high, and makes possible savings of \$1 per pallet load shipped, the company stated. Constructed of paperboard, this pallet is designed for bag, carton and bulk material shipping. The tray lip holds loads more securely, helps cushion products and prevents possible shifting during transit. Delivered knocked down, the tray pallets assemble quickly and easily. A full range of standard sizes is available. A detailed illustrated brochure is obtainable.

(Check #41 on card facing Page 4).

Label Printer

Product and company identification labels can be printed easily with the new Model 80 machine which has been announced by Weber Marking Systems, Division of Weber Addressing Machine Co.



This model produces 105 labels a minute. No bigger than an electric typewriter, it prints from inexpensive rubber plates made to the user's specifications. The rubber type can be added to and removed from the

plate at any time. The printing head can be detached and replaced by a stencil printing drum for printing shipping labels.

Any size of labels from 1/2" x 2" to 4 1/2" x 6" can be accommodated. Fadeproof and waterproof ink in a wide range of colors is used. An automatic pre-set counter keeps an exact count of the labels and shuts off the machine when the run is completed.

(Check #42 on card facing Page 4).

Steel Strap Dispenser

Steel strapping can be cut and supplied at the rate of 6 to 10 feet per second with the new dispenser developed by Sigrode Steel Strapping Company.



A handy push-button enables the operator to control the length of strap fed through the cutter jaws. When the right length of strap has passed through, the strap is halted. Cutting requires only 2 to 4 seconds. The 12 cutter blades can be resharpened many times. Installation means connecting the dispenser to the plant power line.

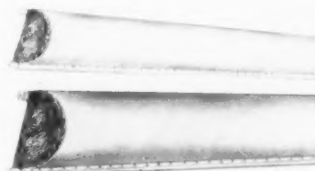
(Check #43 on card facing Page 4).

Cushioning Material

Packing economy is believed possible through the use of Ring-Fast Roll Edging and Zip-Fast Edging, two new reusable products of Flex-o-lators, Inc.

The roll edging can be used as a cushioning material. It is oval in shape and consists of a core of waffle

paper specially formed to resist crushing. Two jute centered edge ropes are sewed into the unit, allowing it to be quickly stapled or tacked to a flat surface.



An inner spring wire construction within the Zip-Fast Edging holds firmly. The springwire is padded with four layers of waffle paper, and the entire assembly is covered with crepe kraft outer wrap. Application of the edging is fast with the aid of a small hand tool. The company added that the folded edge material easily shapes around corners or cushioned edges.

(Check #44 on card facing Page 4).

Reusable Plywood Container

Designed for packing free-flowing bulk materials, delicate office machinery and heavy steel castings, a new reusable plywood container with a sheet-steel fastener has been introduced by Metalstamp, Inc.



The container consists of six interchangeable plywood panels that have the steel closure devices metal-stitched or stapled to ends and center sections. Containers are set up in 22 man-minutes, the company stated, simply by inserting short sections of steel strapping into plate slots, then clamping with a common strapping tool and strap seal. The cost of

(Continued on Page 26)

you
can

**Pack
Anything with**



**SUPERIOR CUSHIONING
PADS & BLANKETS
and save money, too!**

PROTEX pads and blankets give you the *maximum* interior cushioning protection obtainable and fit virtually any product or assortment you can name! The cost is substantially lower than most other forms of interior cushioning and take only a fraction of the time to pack. Avail yourself of this important money-saving clean method of packing. The protection your products get is superb...resists all forms of shock and protects the finish of the product as well. Ease of packing, availability of ample supplies of packing material on hours notice are important too...you don't have to order far in advance of production or store supplies all out of proportion to their rate of consumption.

Consult us—Present your packing problems to us for complete package engineering design and service by experts. We will show you how to improve package performance and save money too!

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Book Reviews

Ways and means of realizing more transportation service from the available supply of railroad freight cars are outlined in a book just published by the Association of American Railroads.

The 338-page publication, entitled "Freight Car Distribution and Car Handling in the United States," was written by Eugene W. Coughlin, manager of railroad relations of the A.A.R. Car Service Division, who has had more than 40 years of experience in the freight field. In his foreword, the author points out that "it is the aim of this volume to collect, present and discuss the good and the bad in car handling practices," giving at the same time the "reasons behind the various rules, regulations, reports and forms involved in freight car handling and distribution."

The book is the first ever published dealing exclusively with the use and efficient handling of freight cars, which account for over four-fifths of railroad revenues and represent almost one-fifth of the total railroad investment in road equipment.

New Products

(Continued from Page 25)

strapping and seals for an entire container is 18 cents.

The panel can be knocked down and stacked flat. It occupies about 1/16th the space of erected containers. Skids are bolted to the bottom panel of the container to provide for four-way entry for fork-lift trucks. Manufacturing franchises are available, the company said.

(Check #45 on card facing Page 4).

Shipping Service

Expansion of its Package Express operation to a coast-to-coast collect and COD service basis was put into effect recently by The Greyhound Corporation.



Merchandise can be shipped anywhere in the country under the new system. If sent collect, the receiver pays the transportation charges upon

delivery. In the case of COD, the receiver pays both the transportation charges and the purchase price of the article at delivery.

(Check #46 on card facing Page 4).

Automatic Tape Dispenser

Any two lengths of reinforced gummed tape can be measured accurately, cut and moistened instantaneously by the new Twin-Taper, an electrically-operated automatic tape dispenser made by Marsh Stencil Machine Co.



This machine has twin operating buttons and twin selector arms, thus allowing two people to use it at the same time. There is no wastage of tape because it is measured precisely, the company stated. The Twin-Taper has a built-in water heater and thermostat, thus assuring warm water moistening at all times.

(Check #47 on card facing Page 4).

Multiwall Closure

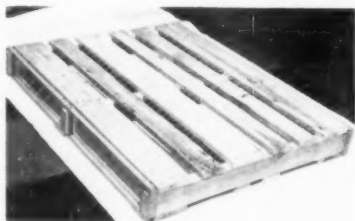
An automatic valve closure which virtually eliminates sifting in multiwall bags has been developed by Hudson Pulp & Paper Corp. for exclusive use in its sewn-valve multiwall sacks.

This sift-proof sleeve is meant for automatic closure of such products as fertilizer, chemicals, resins, cement and lime.

(Check #48 on card facing Page 4).

Pallet Protection

Through the use of Pallet Guards made by Tier-Rack Corporation, end boards of wooden pallets can be fully protected from the damaging effects of the impact of fork trucks in motion.



The Pallet Guard is a "bumper" of 7/8" diameter electric welded steel tubing which is fastened onto the end



Turn to Mid-States for faster, less expensive production and packaging. Across the nation Mid-States is known for consistent, high product quality and cost cutting know-how. Whatever your packaging requirements may be, it pays to do business with Mid-States—a leader for over a half century.

Stitching Wire

Mid-States stitching wire on fibre throw-away spools gives you frictionless, uniformly smooth flow—off the coil and through the stitching head—to assure high speed, uninterrupted operation.

Available in 5, 10, 25, 50 lb. spools. All Standard gauges. Special gauges available on request. Galvanized and copper-coated finishes.

Stitching Machines

Mid-States Bottom Stitcher staples carton bottoms up to 72" wide, 40" deep. Effective on board stock up to a maximum thickness of 3/4". Single foot pressure on saddle plate brings Bottomer Post into position. The famous "Tip-Toe" contact on electric switch starts and stops stapling.

Stapling Head Arms available in 12, 30, 36 inches in length. Straight Arm and Sword Arm types also available.

Tying Machines

Wire tying is your fastest, most economical means of assuring safe, intact shipments of products. Mid-States "T" model is the answer—it's simple, streamlined and fast! Moving handle forward and back tensions, ties, cuts wire in one easy operation. Mid-States supplies the wire to use with each machine.

Write for further details and prices.



MID-STATES STEEL AND WIRE COMPANY

CRAWFORDSVILLE, INDIANA • JACKSONVILLE, FLORIDA

... for more details check #1 on HELP-O-GRAM card.

of the pallet. This bumper eliminates loosened nails, breaking and displacement of end boards. When lifting is done at a lowered angle, the strain is carried by the metal stirrups, which in effect, lift the pallet up from the bottom without any strain on the board itself.

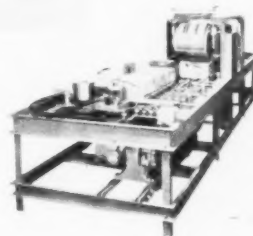
(Check #49 on card facing Page 4).

Box Printer

An automatic imprinting machine to stencil wooden shipping boxes has been developed by Industrial Marking Equipment Co., Inc.

This machine prints clean and sharp impressions on five sides, eliminating

all hand stencilling and marking. Boxes are fed and discharged auto-



matically without requiring attention. A metering ink roller in the printing

head controls the amount of ink delivered to the dies, which may be of the permanent rubber or interchangeable type. A variable speed drive matches production rates of from 600 to 1200 units per hour.

(Check #50 on card facing Page 4).

New Literature

The Packaging Institute is preparing to publish the 35 technical papers delivered at its 18th annual forum in Cleveland last September. These papers will appear in the following four sections: Integrated Papers of the Dynamics of Protective Packaging Seminar; Drug & Pharmaceutical Seminar; Flexible Packaging Seminar; and Food Packaging and Production Line Seminars.

(Check #63 on card facing Page 4).

Navy research into the mechanical properties of cordage fibers has been summarized in a report, entitled, "Factors Affecting the Efficiency of Cordage." The report is available at 50 cents from the Office of Technical Services, U. S. Department of Commerce, Washington 25, D. C.

Fifteen case histories of industrial firms, showing how they solved merchandising and production problems by using pressure-sensitive labels, are

contained in a portfolio just published by Allen Hollander Co., Inc. Profusely illustrated with many samples of the problem-solving labels tipped in, the portfolio is a good source of ideas.

(Check #64 on card facing Page 4).

Manual gluing of labels, shipping tags, package sealers and mailers, is described in a new brochure released by King Sales and Engineering Company. All pertinent data on three lines of gluing machines is included. Drawings of five special features point out the advantages to users.

(Check #65 on card facing Page 4).

American Pulley Company talks about its magnesium and steel hand trucks in a new bulletin, Catalog HA-56. Various models of the trucks are described and typical operations are shown pictorially. Specifications are included.

(Check #66 on card facing Page 4).

Packing A Punch

(Continued from Page 6)

he acts as liaison between all departments and firms involved in the handling of traffic. His educational and cultural background is important because the traffic manager must be

equal to meeting officials from interstate commerce and all other transportation executives on their own level.

Dedication to public service should be the professional attitude of traffic managers, who are responsible for the swift and economical movement of an industry's products to the consumer. The traffic manager of today must also be visionary, Mr. Lane asserted, since creative thinking and foresight are necessary to get a seemingly impossible job done in the face of the numerous tariff regulations now in force.

Traffic Tower

(Continued from Page 24)

Walter J. Keneski, assistant manager, Forest Products Traffic section; and Edward W. Schwadron as manager, International Branch, traffic section.

WOMEN'S TRAFFIC & TRANSPORTATION CLUB of Baltimore, Md. recently elected Theresa M. Hoffman as president. Other new officers are: Mary E. Hegarty and Margaret H. Snyder, vice presidents; Frances E. Mett, recording secretary; Ann Boone, corresponding secretary; Mary E. Clarke, treasurer; Ruth A. McEvoy, Annette Noppinger, Hazel D. DeVlieger and Marie M. Vohrer, governors.

NATIONAL CARLOADING CORP. has announced the retirement of T. S. Douglas, Freight TM in Los Angeles, according to President T. R. Hudd. Douglas was with the company since its inception in 1931 and was previously associated with some of its predecessor firms.

LOS ANGELES TRANSPORTATION CLUB heard a talk by Col. Samuel Rubin, educator and transportation analyst, on the history of freight forwarding at its November 6th meeting. C. Roy Manska, of the Pacific Forwarding Association, was the chairman.

CRUCIBLE STEEL COMPANY of America has announced the appointments of Glenn B. Miller and Daniel G. Donovan as TM and assistant TM, respectively. They will work in Pittsburgh under General TM Henry H. Pratt.

A forum on the topic, "Should the Commission Help the Small Businessman?" was staged at a joint meeting November 5 of the I. C. C. Practitioners Chapter of Philadelphia and Delta Nu Alpha Fraternity.

DOLE HAWAIIAN PINEAPPLE CO. promoted three members of its

SHIPPING MANAGEMENT, DECEMBER, 1956

Solve Your *Special* Bag Problems with

HUBCO

Custom-Made MAILING & STORAGE BAGS!



Parts Bag
Basic drawstring bag. Quality at low cost. Storage of non-tag items — tying parts to machinery, etc.



Wire-Ty Bag
Same as basic parts bag, but with a wire-tie for fast and secure fastening of parts to machinery, etc.



Dual Mailer
Top quality drawstring bag with high quality kraft envelope stitched in at the bottom for enclosures.



Mail-a-Bag
Mailing bag with non-tear **Plasti-Tuff Tag** (plastic-impregnated fibers) for address, etc.



Sup-r-Bag
A fine tightly-woven bag with mildew-proof, insect-proof **Special Magic-Mark Tag** (always keeps markings legible).

Special protection is now possible with Hubco's exclusive innovations in bag and tag materials. These include: (1) weather-resistant bags (2) durable **Plasti-Tuff Tags** of plastic-impregnated fibers (3) mildew, insect-proof **Magic-Mark Tags** — pencil marks legible under abusive conditions.

Parts hard to pack or mail are no problem to the experienced bag design specialists at Hubco. Their services are available at no extra charge. Just "tell us your troubles". We'll help solve them by designing tailor-made bags to fit your specific needs.

Putting "sales-punch" in packaging is another specialty. Our professional merchandising experts will plan your product packaging with promotion, sales-appeal and profit in mind... give you the "best-lookin' bags in the business"! Hubco has complete modern facilities for layout, plating and printing bags and tags in up to 4 colors.

Whatever Your Bag Problem... turn it over to Prof. Herbie Hubco for a prompt, 100% satisfactory solution!

FREE sample bags, prices & sizes sent on request without cost or obligation. Write TODAY:

HUTCHINSON BAG CORP.
Hutchinson, Kansas



Professor Herbie Hubco B.D.E.
*Bag Design Engineer

... for more details check #18 on HELP-O-GRAM card.

traffic department recently. E. B. Woodsworth, vice president and general sales manager, announced the appointment of Lloyd Larison as associate general TM. He was succeeded in his previous post as San Jose TM by Chester A. Southard. George Bozzini moved up to the position of assistant TM at San Jose.

WESTINGHOUSE ELECTRIC CORPORATION (Lamp Division) has appointed Edwin S. Votey as TM. He will headquarter in Bloomfield, N. J.

ALUMINUM CORPORATION OF AMERICA has named William A. Weber assistant general TM.

ALLIED CHEMICAL & DYE CORPORATION has formed a Central Traffic Department with headquarters in New York. Warren J. Sullivan was named Traffic Director. Others appointed were: Robert H. Foltz, assistant director; Chelsea H. Gibson, TM; and Clyde Parks, manager of traffic research and service.

"LISTEN MR."

(Continued from Page 24)

ment we mean that one item was substituted in error for another.

It is our opinion then, that any shipper who operates close to the .5% error limit should be considered as doing a normal job. In effect then this would mean that a shipper should be allowed to make one error in every 200 shipments.

In the foregoing we have considered only "normal" shipping errors such as shortages, overages or substitutions. The degree of errors made should also be considered in evaluating a shipper. If the one error in two hundred shipments is continually a large, costly error or if it is not in the realm of natural, human tendency, the shipper should be evaluated in another light.

We feel that the foregoing is a reasonable appraisal of what performance should be expected from a shipper under reasonable circumstances. Individual cases and the idiosyncrasies of various shipping departments will naturally dictate the shipping supervisor's final appraisal of a man.

MEN — METHODS — MATERIALS

Hitchikers on Your Cartons?

markings that don't belong?

REMOVE THEM EASILY WITH



COVERMARK

- INSTANTLY REMOVES UNWANTED MARKINGS FROM YOUR CARTONS, CRATES, DRUMS, ETC.
- CARTON COLORED - DRIES FAST TO A CARTON-LIKE SURFACE READY FOR RE-USE.
- WE'LL BE GLAD TO SEND YOU COMPLETE LITERATURE.

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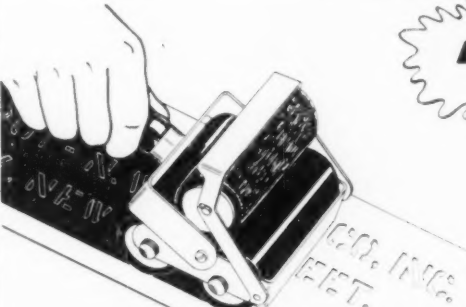
The W. H. ALEXANDER Co.

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Phone: MAket 7-5270-1

177 WEST BROADWAY
NEW YORK 13, N. Y.
Phone: WOrth 6-2113-4

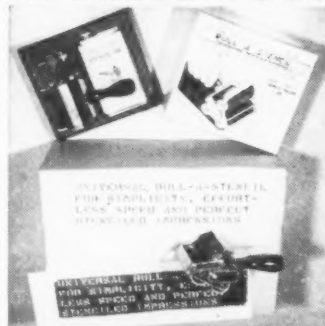
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ROLL-A-STENCIL

Patent Pending

A BRAND NEW WAY TO STENCIL ADDRESS YOUR SHIPMENTS . . .



"LIKE ROLLING ON A RUBBER STAMP" it's so easy - and by actual test, more than **3 TIMES FASTER** than any other stenciling method or product.

- "ROLL-A-STENCIL" advanced design with self-contained ink roller holds enough ink to stencil all day on one inking.
- TWIN ROLLERS smoothly roll perfect stenciled impressions in one rapid stroke with no effort!

Our surveys show that shipping departments welcome this completely new and faster method - Order your set today on a money back guarantee. Set shown includes pint can of ink and pouring spout . . . **\$10.50** plus postage.

UNIVERSAL FOUNTAIN BRUSH CO., St. Petersburg, Florida

For more details check #20 on HELP-O-GRAM card.



TUNING IN



Fibre Box Ass'n Aids Government In Revising Specs; Elects Oldenburg Pres.

With the cooperation of the Fibre Box Association and its Technical Committee, the Federal Government is now revising specifications covering V board and domestic corrugated and solid fibre boxes. This was reported at the association's 1956 annual meeting on October 10 in New York.



FRED W. OLDENBURG

PHILIP F. PAUL

Ted J. Gross, chairman of the committee, said that the industry's viewpoint is being given "careful consideration" by the government. The committee is also trying to develop accurate testing methods for double wall board and is cooperating with other associations to solve specific packaging problems.

Fred W. Oldenburg, vice president and sales director of American Box Board Company, was elected president of the Association for the 1956-57 term. Philip F. Paul, manager of the Paperboard Division, The Flintkote Co., was elected vice president.

Shipping-Receiving Coordination on Agenda Of N. J. AMHS Meeting Jan. 17

Coordination of shipping and receiving activities will be covered at the January 17 meeting of the New Jersey Chapter, American Material Handling Society, it was announced by Davis C. Greene, president. The new trend from heavy to light metals for material handling equipment will be discussed at the February 20 meeting. Both affairs will be held at Lyle-O'Hara's in Arlington, N.J.

Farrington of Jiffy Mfg. Co. To Speak On Handling Costs At Philly SIPMHE Meet

John Farrington, packaging engineer of Jiffy Manufacturing Co., will give an analysis of "Packaging Handling Costs" at a meeting on January 28 of the Philadelphia Regional Division of SIPMHE. The American Materials Handling Society's Philadelphia Chapter will co-sponsor this event, which will take place at the M.L.A. Club in Philadelphia.

1957 SIPMHE Show

(Continued from Page 13)

of equipment, supplies and machinery used in the \$15 billion packaging and materials handling industry. Exposition hours were confined to the afternoons so as to avoid a conflict with the Short Course sessions.

Climaxing the four-day meeting was the announcement of prize-winners in the National Championship Packaging and Materials Handling Competition. First, second and third cash prizes and honorable mentions were awarded for the best shipping containers in each of seven categories. Robert Weldon of North American Aviation, Inc., general chairman of the Competition, announced that some 150 containers were entered.

The coveted Harold Jackson Award, which signifies "Best of the Show," was won by Donald W. Everett of the Cochran Foil Co. Everett's entry was a wirebound box made by General Box



Beaming over the "Best of Show" package are, l.-r.: R. Earl Bryan, General Box Company; F. J. McReynolds, SIPMHE president; and prize-winner Donald W. Everett of Cochran Foil Co.

Co., and designed to protect and facilitate the handling of heavy and costly rolls of aluminum foil.



tired hands — slow production

STIFF, curling tape means tired hands toward the end of a busy day in the packaging room. Tired hands mean slow production and high labor turnover. Flat flexible tape means contented workers and more packages per day.

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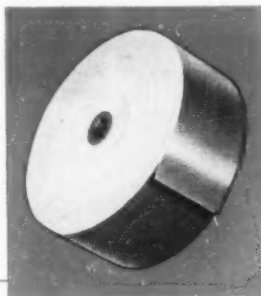
Besides the super-standard **STERLING SUPREME** and the standard **TROJAN IMPERIAL** Sealing Tapes, The Gummed Products Company offers the user many special purpose tapes. Each is an outstanding tape of unquestioned quality. Ask the paper merchant who distributes Sterling or Trojan in your locality about them. He is your dependable source of supply for all your paper and tape requirements.

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Supervisor's Experiments

(Continued from Page 15)

and storage areas. Nevertheless each zone functions independently of any other and the finished packs from a particular area go directly to the pick-up area.

As an example of this type of flow, the nine basic operations in the adding machine pack are completed in Zone A. Next to Zone A is Zone B where the carriage of the accounting machine is packed. Then comes Zone C where the rest of the accounting machine is packed. Although these Zones are in line with each other, and the flow is from them to the pick-up area, they in no way overlap each other. In fact, the reason for the complete separation into two zones of one machine is that one part is packed in corrugated containers, and the other two parts are packed in wood—completely different types of packing operations.

Currently Zone D is where the experiments with rubberized hair packs are being conducted. Zones E and F are on a "branch line," being located off the main avenue of shipment flow. Zone E is concerned with such relatively small and miscellaneous items as parcel post, service and miscellaneous packing. An area whose equipment includes the postage meter machine, scales, wrap-packing bench, floor scale and small items receiving bench, should be located out of the path of volume package flow, as this one is. Zone F is devoted to specialized packing identified as "Stands—KD packing." Its equipment includes a packing bench and materials.

Several zones flow into the daily pick-up storage area from other directions than the A through F main packing. The packing material storage area is designated as Zone H. The pick-up area itself, which contains daily storage racks, and bays for three trucks, is designated Zone G. International parts shipments are packed in Zone I, which is away from the major packing zones, and which flows directly into the pick-up storage area.

Since raw stores stock and the carpenter shop have functions not primarily involved in shipping material they are located on the opposite side of the pick-up area from the major packing zones.

Fork trucks, over-head cranes and power conveyors are employed extensively in handling the products to be shipped. And there is abundance of four-wheeled carts, skids and pallets, for stowage and handling. Gummed tape dispensers, power stitchers, steel strappers and a paper shredding machine are all used in the main packing zones.

Apple of Andy Corr's eye is the adding machine zone, because it not only includes improved packing, but also better handling and packing assembly. About three years ago the first of the current line of corrugated containers was introduced. Its interior reinforcements included corrugated board for the sides and top, and a thick, multi-cellular "sponge" paper base, for absorbing shock. The next improvement featured plympak sides, the corrugated sponge base, and a smaller box. The third and current container is still more compact, featuring a corrugated tube used in place of the plympak side to provide increased stackability and greater crushing strength.

Handling of the machine begins when it comes down from final assembly via monorail conveyor through a wall opening. Machines are stored till shipments are ordered. Then they are lined up on a packing bench for which special channel irons have been devised by Andy Corr to simplify initial packing assembly. After initial assembly adding machines are taken to a second packing bench where air-powered motors are used to attach a base board of corrugated paper. The adding machine is fitted into the container in its interior protection of corrugated tube. Four long flaps close the top, and sealing is accomplished with gummed tape.

Before an improved box gets acceptance for standard usage by the company, test shipments are sent out to various distributors. Accompany-

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SAFE SEAL
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* (BASED ON TEST BY INDEPENDENT LABORATORY RESULTS ON REQUEST)

Rexford PAPER COMPANY MILWAUKEE 9, WISCONSIN

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ing these shipments is a letter and a post-card, asking questions aimed at finding flaws in the pack so that they can be corrected before the pack is accepted for general use. In the case of the adding machine a recent letter that went out with a test shipment said, in part:

"If proven to be successful, the final result of this pack will be:

1. Reduced storage space requirements.
2. Reduced weight and size, therefore, increasing handling ease.
3. A substantial reduction in transportation charges to you and to our Foreign Sales Offices."

A United States Postal Card is enclosed with this letter. There are appropriate boxes on which to record *Good* or *Poor* condition. Five major aspects are covered: (1) Exterior and (2) Interior Condition of the Carton, (3) Condition of the Machine, (4) Ease of Handling Pack-Reshipping, (5) Ease of Storing. There is also a space for comments.

Machine "Floats" on Rubberized Hair

Development of the rubberized hair pack is the most important current item on Andy Corr's agenda. Working in conjunction with Underwood Corporation's packaging engineers and other plant officials, Mr. Corr has devised a system of packing the Elliott Fisher Flat Platen Writing Machine in a single corrugated container. In this proposed pack the entire machine will be placed so as to "float" on 3 formed die-cut pieces of rubberized hair. The carton is a 500 lb. test version. As against the hour to an hour-and-a-half taken by the present pack, the new one takes only 20 minutes to complete. The materials are more expensive, but they are indefinitely reusable. The firm estimates that over-all savings for the first year of use would come to 35%, with a 70% to 75% saving in succeeding years.

As against the new method the current method involves dividing the machine into three major parts, two of which are carried in wood boxes, with wood interior stiffeners, shredded paper cushioning, and many bolts and screws, and the third in a corrugated container using corrugated stiffeners. The boxes are heavy and bulky. Re-assembly of the machine takes considerable time and effort. What's more, the pack is quite expensive.

An experimental version of the rubberized hair pack has been shipped around the country as a test. From Bridgeport, Conn., the container went to Chicago and back, then to Lawrence, Mass., once again to Chicago, and returned to Bridgeport. During the course of these shipments the carton was pushed off a truck. It bounced, with no visible



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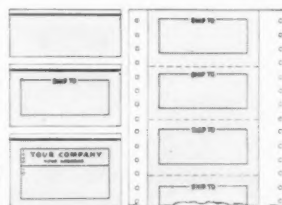
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Special die-impressed STEN-C-LABL includes your name and address—direct to carton.



STEN-C-LABL in continuous form for use in separate writing are available in some styles as unit forms shown.



Addressing direct to PANL-LABL printed on carton

Addressing with blank STEN-C-LABL on printed gummed labels.

Addressing direct to carton with stock "Ship to" STEN-C-LABL.

Addressing direct to carton using die-impressed STEN-C-LABL.

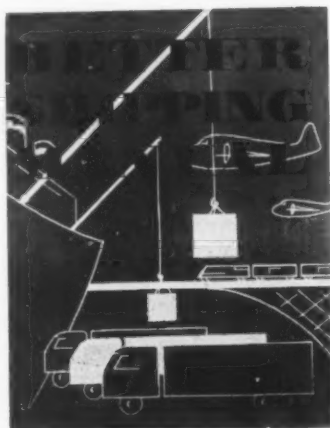
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damage to the contents. Until the second trip to Chicago there was no sign of rough treatment or handling. On return from this last trip the container took heavy damage. The machine itself, well protected in its spongy rubberized hair mold, arrived in perfect condition. Andy Corr feels that acceptance of the rubberized hair pack for the Elliott Fisher machine may well be preliminary to packing all Underwood products in rubberized hair.

Traffic and transportation problems do not present serious difficulties to Underwood. Mr. E. L. Hadley, General Traffic Manager of the Underwood Corporation, and Mr. J. F. Burnett, of the Bridgeport Traffic Department, stated that all shipments (with rare exceptions), are LCL, and usually go via rail freight forwarders. Basic routing patterns have been established for years. Only a fundamental rate change would cause the company to seek another carrier or method of transportation. Carriers that offer to give the company "improved service" over a certain route are given a spot shipment as a test. Regional offices of the company occasionally request certain types of routings, and these are sometimes concurred with, but by and large the traffic department at Bridgeport determines its own routings. Each of the company's major plants buys its own routings, according to Mr. Hadley, and turns in a monthly report, plus a monthly advance estimate on its needs.

Mr. Hadley pointed out that Underwood has a minimum shipment problem at the moment which seems to be affecting other firms: the cost of small shipments is exceedingly high.

Within a 70 mile radius of Bridgeport the plant ships largely in its own four-and-one-half ton trucks, of which it owns three. Original reason for the truck purchases was the need for inter-plant parts movements in three Bridgeport buildings of Underwood. The local shipping use of the trucks became an almost inevitable consequence.

Permitting a line supervisor with high ability, such as Andy Corr, to deliver his full potential in work, has made the difference between an ordinary operation and an unusually efficient one at Bridgeport. Guided and supported by company executives in the traffic and package engineering departments, Mr. Corr has been enabled to render a genuine and permanent service to the cause of good shipping.

Effective Packaging Program

(Continued from Page 17)

different types of hole board are designated allowing for the use of 44, 60, 63, 88 and 108 valves. Through this standardization, the number of different cartons used has been reduced to allow the

stems of the valves to extend upward in one layer and in the next the stems are placed downward. In this way, the stems rest along those of the companion layer and twice as many valves can be packaged in one container. The cartons are regular slotted and are sealed by stitching the bottom and stapling the top. The cartons contain from 160 to 432 valves; cartons are shipped individually.

5. The inner package being the same as the one just mentioned except that the hole boards are placed in corrugated cartons without flaps. The cartons are palletized on four-way entry expendable pallets with a fibre board sheet covering each layer of cartons. Load units are secured with five steel bands. The full pallet load contains 9,000 valves and weighs approximately 2,000 lbs. This method has proven advantageous to both the Valve Division and the customer since it increases productivity, lowers cost and facilitates handling in the customers' plants. The large pallet permits the customer to use the carton as a container in the assembly area, and it facilitates handling in the receiving and inspection areas. The new pack also provides the maximum quality protection.

Fibreboard "Keg Pack"

The bulk packing is done on other automotive engine parts which are not required to be free of nicks and scratches. The only deviation from this method of packaging these items is the unitizing done in either envelopes or boxes upon request of the O.E.M. At one time, valve retainer locks and retainer caps fabricated by the Valve Division were packed in wooden kegs and shipped. Currently, these items are shipped in containers called a "Keg Pack." These are fibre board cartons with an inner lining and a sleeve cover. This "Keg Pack" saves considerable handling and valuable storage space. The "Keg Pack" is stored as any other knockdown carton and is assembled as required. The fibre board keg, while reducing packaging costs, also assures safe delivery of the product at the customer's plant.

Aircraft valves are precision parts that must arrive at their destination free of all nicks, scratches, oxidation and other defects resulting from handling and shipping.

The early method of shipment followed the early method of shipping automotive valves. Valves were oiled and individually wrapped in wax paper and placed in wooden boxes between layers of excelsior. Each individual wooden carton was banded. The new method was developed to give the product greater protection, sales appeal, and greater flexibility for redistribution of the valves through service outlets by the engine builder. A set box was designed with an outer preprinted

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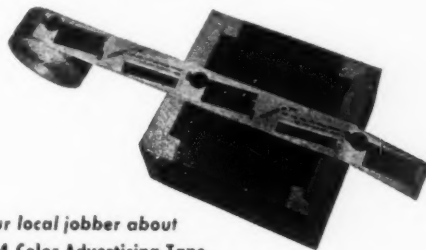
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LIGHT WEIGHT, easy portability, compactness, balanced design, dependability. Take-up Jaw for quick servicing — these features make HANSEN the "preferred" Tacker for all tacking and fastening jobs.

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wrap in Thompson Products, Inc. trademark colors. The interior of each set box was waxed and had attached to one end a small insert with a hole in it to support the valve stem end. A recent military specification has been established for some aircraft valves. After being coated with a preservative, the valves are wrapped in aluminum foil paper before being placed in a set box. Seventy-six valves are placed in the outer carton.

The previous methods of transporting and temporary storage of commodities for packaging were found to take a great deal of time, to be space consuming, and expensive. Through studies and experience, a substantial improvement has been made in the material handling procedure after final finishing. The last operation in the many manufacturing departments finishing valves and related parts is a final visual inspection. At this point, the parts are placed in tote boxes or trays and stacked on skids for transportation to the packaging department. The movement of skids to the packaging area is accomplished with lift trucks.

In an effort to conserve space, valves are temporarily stored on skid racks. When required for packaging, the skids are removed from the rack by means of a straddle type motor-truck and a hoist is used to transfer the individual trays from the skid to an upper conveyor.

Steps to Prevent Rust

To handle this volume of valves and valve train parts, the trays are moved on a roller conveyor through a hot oil spray machine for providing the necessary rust resisting preservative. Certain types of stainless steel valves that do not require rust preventative treatment are still processed over the same conveyor to the packaging spurs but omit going through the hot oil spray machine. An overhead conveyor carries the boxes and the correct size is selected and detached by the packers. The empty trays are moved by gravity on an inclined conveyor to a lower power conveyor which transports the trays through a washing machine.

It has been found necessary to wash the trays before reuse, as grit and chips remaining in the trays can damage the finished surfaces. Oil remaining in trays must also be removed to prevent it from collecting debris and causing uncleanness in the plant.

Packaged parts are palletized and stored upon pallet racks until the proper weights are accumulated for shipment. The O.E.M. accounts specify details of shipment including designation of the freight line and the weights of shipments.

The packaging story of the Valve Division has pointed out the improvements that have been made in packaging to provide customers with

parts free from defects due to shipping and at lower per piece packaging cost. Whereas, the total industrial production has shown an overall improvement factor of approximately 3% annually, the packaging in the Valve Division has shown an annual improvement factor of 12%. This comparison indicates that the job of packaging has been well done. It has not been accomplished alone but through the combined assistance provided by the various groups associated with the packaging industry.

Shippers Can Lick Car Shortage

(Continued from Page 9)

to hope that the problem would be solved by the voluntary cooperation of all shippers. This is still our hope—and it would be with the greatest reluctance that we would issue some punitive order today to compel conservation or provident utilization of freight cars by shippers so long as we lacked the authority to impose similar penalties on carriers.

Good Air Traffic Mg't

(Continued from Page 18)

touched the profits which can be theirs by including air cargo in their traffic systems on an export basis.

During the first half of 1956 alone, KLM's program has created a real and important movement in U. S. industry and distribution circles. To date, we have succeeded with 36 U. S. firms in re-evaluating distribution and shipping data. These firms are now employing air cargo as a major shipping method where just short months ago they were almost completely unaware that such a change could be profitable to them. Among them are a leading precision instrument concern, a farm equipment manufacturer, pharmaceutical houses, auto makers and wearing apparel firms. These new users of air cargo have gained competitively in foreign markets—and they have told us so.

To get a fuller view of the mounting use of air cargo—a quick look at some interesting statistics, which air cargo experts quote frequently, is in order. First, less than one-tenth of one percent of the total cargo movement from the United States goes by air today. The vast bulk moves by surface transportation. Secondly, the entire 1955 air cargo movement from the United States eastbound could have been put in one World War II Liberty Ship. With these statistics in mind, air specialists approach traffic and shipping executives who have indicated that they are willing to listen to "profit motive" talk and stress three salient sales points of air cargo.

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2. simplicity
3. security

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One, two or all three of the latter open opportunities for immediate cost reductions or greater sales along the lines indicated in the chart (p. 18).

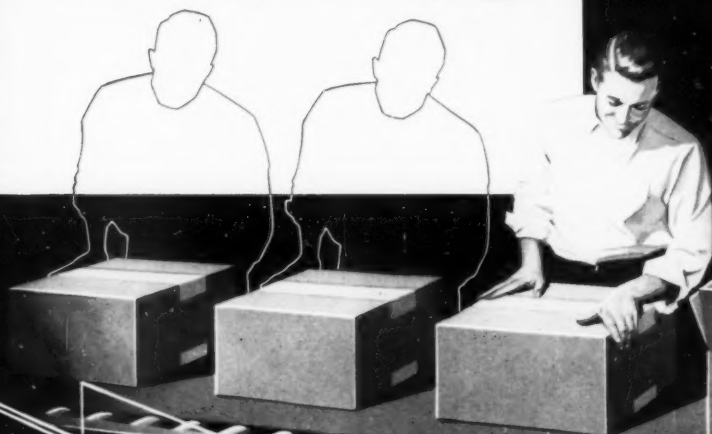
Actually, the task of air cargo specialists is not an easy one. Their job ranges from a simple comparison of shipping costs to a thorough investigation of distribution patterns, marketing practices and cost data. Each survey is approached on an individual basis. Accurate analyses are made of charges which include insurance, pick-up and delivery, wharfage, packing and transfer costs on surface shipments. A large responsibility rests upon the manufacturer who must approve the study to begin with and who must be willing on the basis of facts brought forth to make the required decisions. From hard experience we have found that there exists no magic formula.

We feel that the airlines have been very guilty over the past 10 years in their own thinking about the potential of air cargo. The erroneous thought was that the day was not quite here for a great use of air cargo. This was based on the premise that in the future some kind of huge air freighter would be operating which because of its size, speed and direct operating cost would permit greatly reduced tariffs, tariffs which would make air cargo directly competitive with surface cargo.

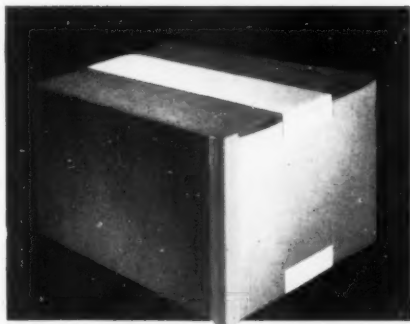
Undoubtedly some day there will be giant air freighters which will permit these reductions in costs, but that day is still in the distant and unforeseen future.

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